



RCSI

RCSI ANNUAL REPORT 2013-2014

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE



RCSI KEY STATISTICS

Registered students



3,806

External research funding 2013/2014



€35.7m

Undergraduate students



2,212

Alumni since 1784



21,709

Staff



952

Postgraduate students



1,594

Surgical Trainees



432

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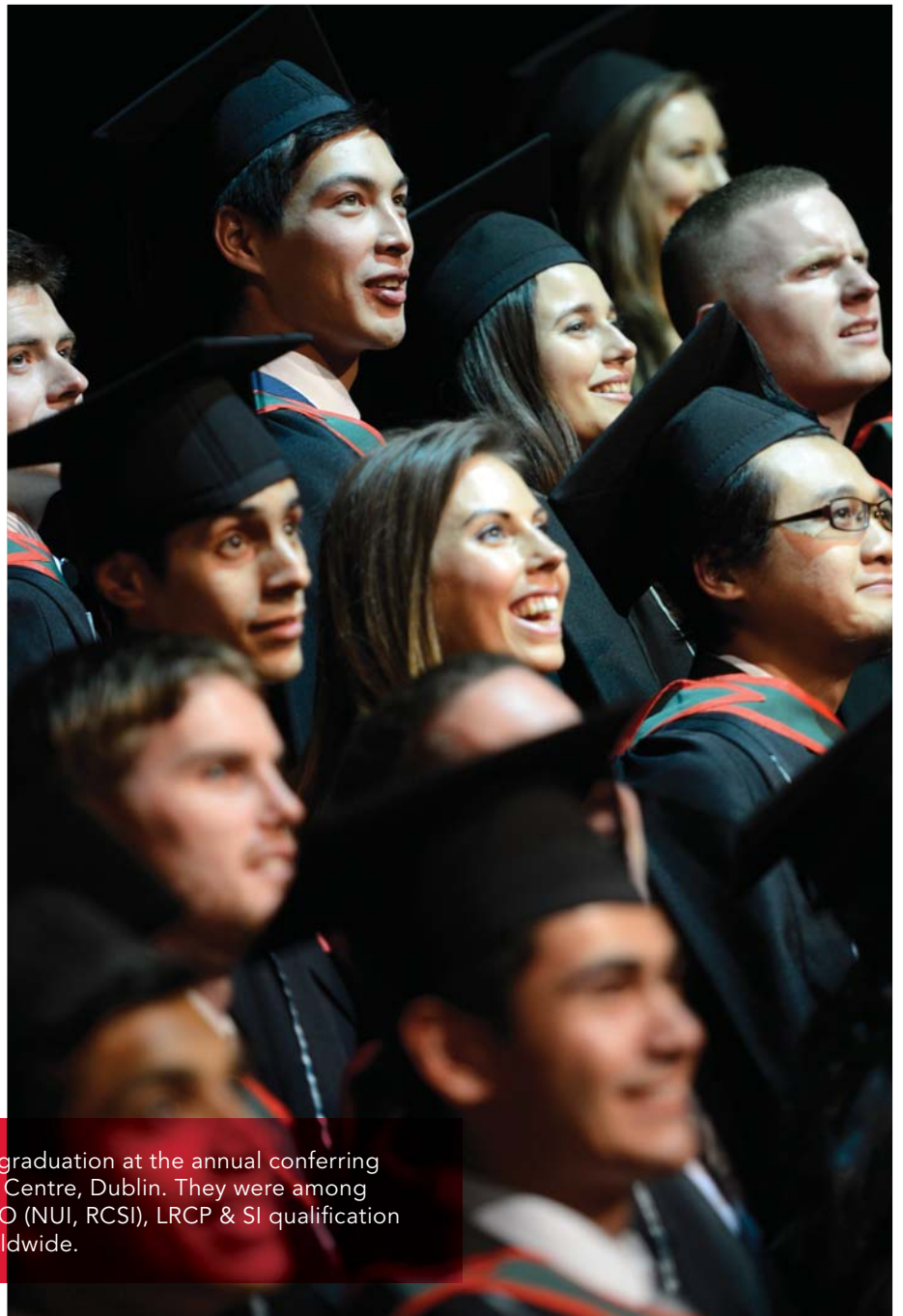
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RCSI COMMITTED TO EDUCATIONAL EXCELLENCE

EXPERTLY TRAINED GRADUATES MAKING AN IMPACT GLOBALLY

In every RCSI campus our specialist teams of educators, researchers and practising healthcare professionals set standards in academic and clinical training that are recognised throughout the world.

Newly qualified doctors celebrating their graduation at the annual conferring ceremony in June 2014 at the Convention Centre, Dublin. They were among 250 who graduated with the MB, BCh, BAO (NUI, RCSI), LRCP & SI qualification which is highly prized and recognised worldwide.





Pictured is Dr Helen French, Lecturer in the School of Physiotherapy, instructing undergraduate physiotherapy students. Small group teaching sessions are an integral part of undergraduate teaching across RCSI campuses.



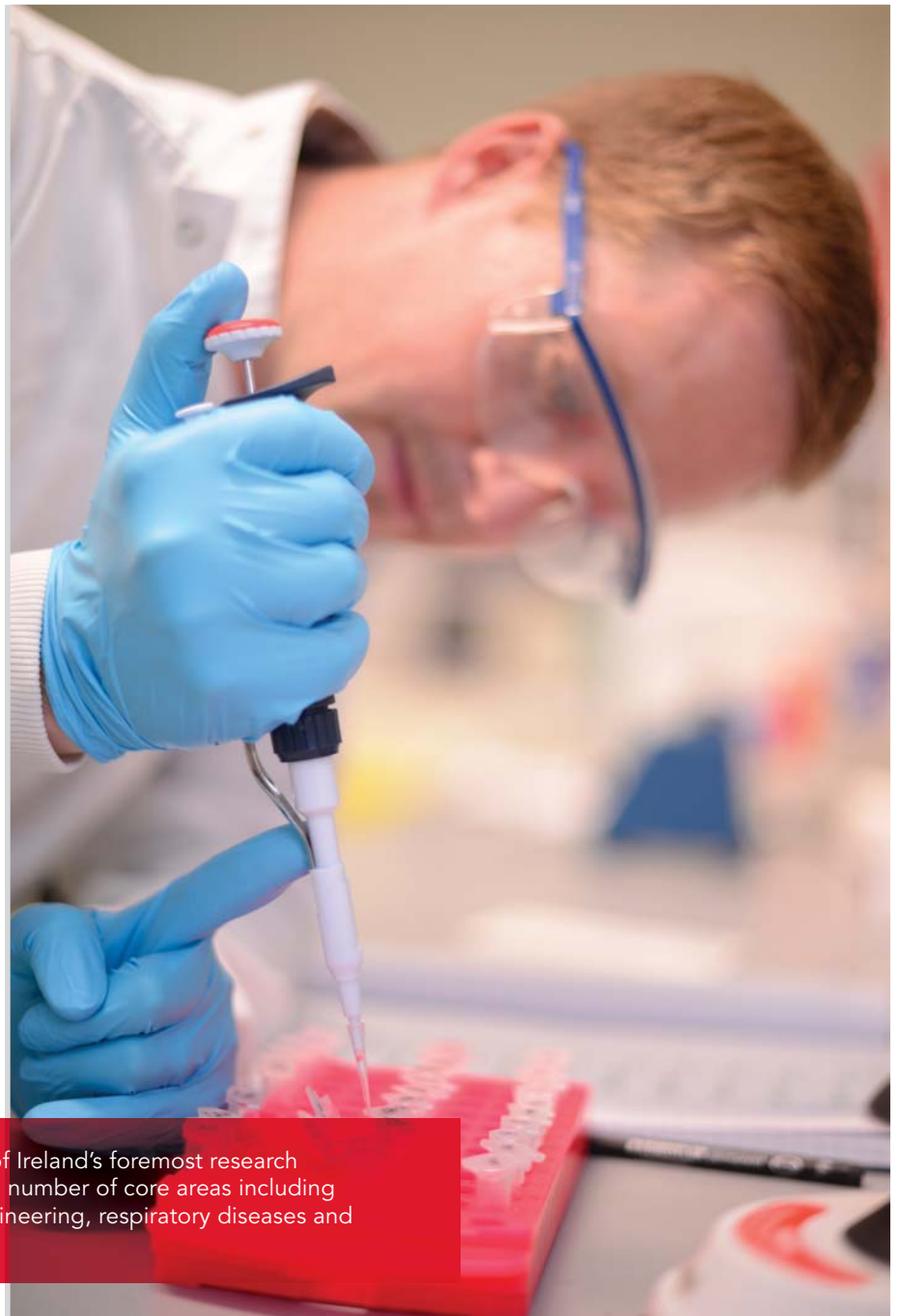
Pictured are RCSI Bahrain medical students taking part in a clinical teaching session. RCSI medical students benefit from clinical exposure and contact with patients in a hospital setting early in their degree programme.

RCSI

ADVANCING PATIENT CARE

NEW DISCOVERIES TRANSLATED TO PATIENT TREATMENTS

RCSI by continually building our research capability, by investing in facilities and by nurturing an active research community throughout our extensive teaching, research and clinical network, delivers results that enhance human health worldwide.



The RCSI Institute of Research is one of Ireland's foremost research centres. Research at RCSI focuses on a number of core areas including cancer, cardiovascular disease, bioengineering, respiratory diseases and pharmaceutical research.

RCSI is committed to delivering excellence in surgical education and training and to setting and supporting the highest possible standards in surgical practice, to ensure safe, quality patient care.



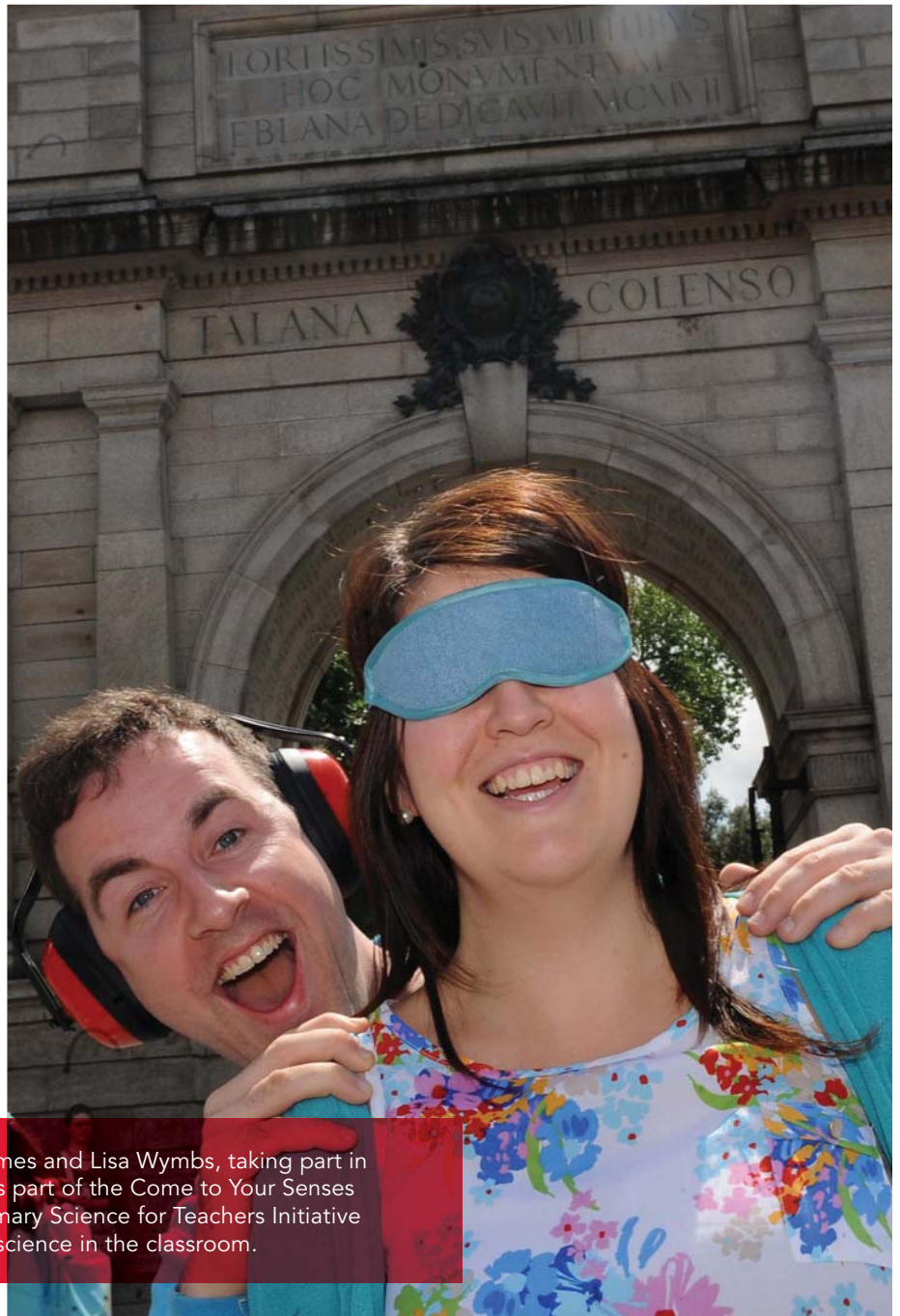
The annual Research Day provides RCSI scientists with the opportunity to showcase their latest research findings and highlights the importance of impactful research within the College. Pictured (l-r) are Dr David Shahnazaryan and Dr Qistina Pilson, Molecular and Cellular Therapeutics, RCSI.



RCSI COMMITTED TO COMMUNITY ENGAGEMENT

ENHANCING THE STANDARDS OF EDUCATION, HEALTH AND WELLBEING IN OUR LOCAL COMMUNITIES

RCSI's guiding principle is to use our core expertise to help others, leading to health, educational and social gain for both individuals and communities locally, nationally and internationally.



Primary school teachers Jonathan Holmes and Lisa Wymbs, taking part in the Sense & Environment Workshop as part of the Come to Your Senses programme which is part of RCSI's Primary Science for Teachers Initiative (PSTI) which supports the teaching of science in the classroom.

RCSI staff and students volunteered their time for the Annual REACH RCSI Sports Day. The annual event aims to raise awareness and promote life-long recreation and community health among local primary school children.



Pictured is Professor Kevin McGuigan introducing solar disinfection of drinking water (SODIS) to a rural community in Northern Ethiopia. Millions of people worldwide are living healthier, safer lives, as a result of this simple innovation.



RCSI GOVERNANCE





PRESIDENT'S REVIEW

Building on its distinguished surgical heritage, the Royal College of Surgeons in Ireland, since its foundation in 1784, has remained dedicated to its core mission of educating and training doctors and healthcare professionals to the highest standard. The past 12 months have seen a number of significant developments and initiatives intended to strategically position RCSI for the next phase in the ongoing development of its historic mission.

Today, that mission extends across the globe, exemplified by RCSI's undergraduate and postgraduate surgical campuses in Dublin, Bahrain, Perdana and Penang, which continue to produce high quality medical graduates and surgeons, armed with the knowledge and skills required to deliver the highest quality of healthcare to patients worldwide.



Professor Patrick J. Broe
President, RCSI

Governance initiative

The governance of the College is, of course, under constant review and the Governance Committee initially proposed the establishment of a College Board in 2012. Surveys of Council had shown that the majority of members go forward for election because of their desire to contribute specifically to surgical education, training and practice. In response to these findings, the Governance Committee sought to set up a College Board to deal with matters outside the specific surgical training and educational remit – including the management of RCSI's property portfolio, international Colleges and wider business activities – in parallel with, rather than as part of, core Council activities.

The new 13-member College Board, which reports to Council, comprises seven Council members including the President, who will also act as Chair; the Vice President; the Chair of the Finance Committee; and four additional Council members elected by their peers within the Council. The Board also includes the CEO and Registrar of RCSI and the Dean of the Faculty of Medicine and Health Sciences. RCSI has, in addition, appointed four external members to its new Board, who will bring specific expertise and competencies in, for example, education, entrepreneurship, law and finance, as well as helping to provide oversight and support to the senior management team.

We are very grateful to the four distinguished individuals who have agreed to serve as external members: Mr Justice Peter Kelly and Mr Willie Cotter, both lay members of Council, and two of our own very distinguished alumni, Lord Ara Darzi, Chair of Surgery at Imperial College London and Dr Michael Brennan, Professor of Medicine at the Mayo Clinic in the USA. The Board, which will convene on a quarterly basis, held its inaugural meeting on Wednesday, April 9, 2014. We look forward with interest to the Board's contribution to the College's governance journey and the additional strategic supports it can provide for the CEO and Senior Management Team.

Surgical Training Pathway

When I was elected President in 2012, I prioritised, as a key objective, the transformation of the Surgical Training Pathway in Ireland. The Department of Surgical Affairs had been exploring how to improve the Basic Surgical Training (BST) years; feedback from surgical trainees and, indeed, trainers had indicated a high degree of dissatisfaction with the duration and quality of basic surgical training. In particular, it was felt that a three-year programme was inefficient and wasteful. Also, there was increasing concern about the duration of gap years and the requirement of mandatory research for all trainees.

Therefore, it was decided to opt for radical change – reducing BST to two years, eliminating gap years and making Higher Surgical Training more structured. Thus, we have the new surgical training programme with which most people are now familiar, consisting of one year of basic training (ST1) followed by one year of basic specialty training (ST 2), with subsequent progression to the ST3 to ST6 years based on candidates achieving the necessary competencies as well as passing the MRCS and assessment by interview in the relevant year.

Progress to date has been extremely encouraging. In 2013, the application process revealed a considerable increase in interest among new graduates in surgical careers. Of 58 trainees who commenced the programme in July 2013, it is pleasing to confirm that 90 per cent have been accommodated with their first choice of specialty for the second year of their training programme. This is a particularly positive outcome as there was some concern about the possibility of a disproportionately high level of demand for specialties such as trauma & orthopaedics and general surgery.

These ST1 and ST2 posts are all based in 10 hospitals and it became clear that hospital programme coordinators (consultants) would be required to ensure optimal delivery of training on each site.

It is an important milestone, therefore, that we have in the last number of months appointed Hospital Programme Directors for the training programme in each of the 10 hospitals. They will each have a significant role in ensuring trainees acquire appropriate levels of experience and proficiency. I want to express my gratitude, on behalf of the College and Department of Surgical Affairs, to those surgeons who have taken on the responsibility of these roles. Many challenges remain, and the progression process from ST2 to ST3, which will be tested in February/March 2015, will be the next major hurdle. In the meantime, we are happy to report an intake of 56 high quality candidates into ST1 posts for July 2014.

I am extremely grateful for the effort and dedication of all in the Surgical Training office, without whom, we would not have achieved such progress in the implementation of the Surgical Training Pathway.

Medical and Health Sciences

RCSI's commitment to the highest standards of training and practice is evident in the achievements of our four campuses. In Dublin, at the heart of our global campus network, more than 290 students were conferred with medical degrees and postgraduate awards at the June conferring ceremony. A particular milestone for the campus and my term in office took place in May 2014 with the laying of the foundation stone of the New Academic Education Building (NAEB). The level of investment in the NAEB confirms the College's intent to be at the forefront of the education of doctors and healthcare professionals long into the future and will bring medical education to a new level.

Our overseas campuses continue to expand and develop at an encouraging pace. The June 2014 conferring in RCSI Bahrain saw more than 240 candidates graduate with degrees and Masters. In all, 81 candidates from 15 different countries were conferred with Degrees in Medicine. The appointment of President Sameer Ootom as the new President of the RCSI Bahrain is very welcome. I congratulate him and wish him every success. Professor Ootom has, of course, been a driving force in establishing RCSI Bahrain, previously serving in the roles of Professor of Clinical Pharmacology and Dean and Vice President of Academic Affairs. I also

welcome Mr Stephen Harrison Mirfield as the new Chief Operating Officer for MUB, who, since his appointment, has finalised agreement on a substantial investment in the construction of a football pitch and a revamp of existing sports facilities. These amenities will ensure that students will have access to a holistic educational experience that optimises work/life balance.

Penang Medical College (PMC) continues to thrive and this year appointed Professor Amir S. Khir as its new President. Professor Khir, who has been the College's Dean since 2004, is well-placed to lead the next phase of development of the College, together with our UCD colleagues. While there has been some concern about a decreasing

The Governance Committee sought to set up a College Board to deal with matters outside the specific surgical training and educational remit.

rate of sponsorship of Malaysian medical students by their government, we have no doubt that the College will continue to be successful in recruiting high quality students within Malaysia itself and from other countries. RCSI School of Medicine, Perdana University, Kuala Lumpur, is our newest overseas initiative and it continues to make substantial progress, RCSI-PU hosted a very successful visit by the Medical Council Team in February 2013 and there has been significant progress made in implementing the Team's recommendations during the last 12 months.

We congratulate and thank the Foundation Dean, Professor Anthony Cunningham, who has led the successful establishment of the Medical School and who will complete his term in July 2014. We welcome his successor, Professor David Adams, a loyal supporter of RCSI for many years, and I

wish him every success as he drives the College forward to its next major landmark, which will be graduating the first cohort of students in 2016.

Council membership: retirements and new members

This year sees the retirement of six members of the Council: Professor Frank Keane and Professor Eilis McGovern, both Past Presidents of RCSI, along with Professor Michael Earley, Mr Frank McManus, Mr Keith Synott and Professor A.E. (Freddie) Wood. I would like to gratefully acknowledge their consistent commitment and outstanding contributions to the work of Council. After a very successful election in June, we welcome six new members: Mr Paul Burke, Professor

K. Simon Cross, Ms Bridget Egan, Mr James Geraghty, Ms Deborah McNamara and Mr David Quinlan. I look forward to the new perspectives they will bring to Council in the years ahead.

Conclusion

The College and its Council are very fortunate to have such an accomplished senior management team, under the leadership of Professor Cathal Kelly. Professor Kelly is an outstanding Chief Executive with a very clear vision of the direction of travel for the College and has the universal support of the Council and staff. I am extremely grateful for his support and that of his senior management team during my term of office.

I would like to take this opportunity to again congratulate the new President, Mr Declan J. Magee; the new Vice-President, Professor John Hyland; and the new Council. I wish them all every success in their coming term.

It has been an honour to serve as President of RCSI during a period that has seen the 230 year-old institution prove itself not only agile and adaptive in responding to today's complex healthcare environment, but also imaginative, courageous and decisive in implementing the changes necessary to be a global leader in, as the College's noble purpose states, the enhancement of human health through endeavour, innovation and collaboration in education, research and service.

COUNCIL MEMBERS



Professor Patrick J. Broe
President, RCSI
Consultant Surgeon
(General)
Beaumont Hospital



Mr Declan J. Magee
Vice-President, RCSI
Consultant Surgeon
(General)
Blackrock Clinic



Mr Frank McManus
Retired Consultant Surgeon
(Orthopaedic)
Mater Misericordiae Hospital



Professor A.E. (Freddie) Wood
President of the Medical Council



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



Professor John Hyland
Consultant Surgeon
(General / Colorectal)
St. Vincent's University Hospital



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



Professor Thomas F. Gorey
Consultant Surgeon
(General/Breast/Thyroid)
Mater Misericordiae Hospital



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



Professor Eilis McGovern
Immediate Past-President, RCSI
National Programme Director
for Medical Training,
HSE



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



Professor P. Ronan O'Connell
Professor of Surgery and
Consultant Surgeon
(Colorectal)
UCD and St. Vincent's Hospital



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



Mr David Moore
Consultant Surgeon
(Trauma & Orthopaedic)
Our Lady's Children's Hospital
Crumlin/Tallaght Hospital



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



Mr Kenneth Mealy
Consultant Surgeon
(General)
Wexford General Hospital



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



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



Professor Frank B.V. Keane
Past-President, RCSI
Retired Consultant Surgeon
(General / Colorectal)
The Adelaide & Meath Hospital
incorporating the National
Children's Hospital, Tallaght



Professor Michael Earley
Consultant Surgeon
(Plastic)
Mater Misericordiae Hospital
and the Children's University
Hospital, Temple Street



Mr Keith Synnott
Consultant Surgeon
(Trauma & Orthopaedic)
Mater Misericordiae
University Hospital

SENIOR MANAGEMENT TEAM



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

As Chief Executive of RCSI, it gives me great pleasure to update you on the activities within the College over the past year and to share with you the RCSI Annual Report for 2013-2014.

The past twelve months has seen the delivery of a range of initiatives advancing the five goals set out in RCSI's Strategic Plan 2013-2014, Growth and Excellence: excellence in education; leadership in international medical education; impactful research and innovation in health sciences and education; enhanced organisational capabilities; and strong strategic partnerships.

Implementing Growth and Excellence

The rapid implementation of signature high level projects outlined below reflects the broader, College-wide embrace of the strategic plan detailed throughout this annual report.



Professor Cathal Kelly
Chief Executive / Registrar

The seriousness of RCSI's determination to enhance excellence in education has been underscored by its commitment to an investment in the region of €80m in the development of a New Academic Education Building (NAEB), with substantial funds already spent on initial enabling works. The Minister for Education and Skills visited RCSI on Thursday, May 15, 2014, to lay the foundation stone for the NAEB.

Excellence in Education

The largest redevelopment project in Dublin's city centre in recent years, the NAEB will provide unique, modern and inspiring medical sciences and surgical training facilities and will be the catalyst to enhance the existing student amenities within the entire St. Stephen's Green campus.

Plans for Integrated Clinical Consulting are currently being built into the overall development plans. Other dynamic features of the NAEB include:

- › space configured for 24/7 use;
- › a technology rich infrastructure;
- › state-of-the-art library over three floors;
- › Surgical and Clinical Skills Simulation Centre; and,
- › a sustainable design.

International advances

RCSI continues to invest significant resources, both in personnel and finance, to advance the sustainable development of our international offerings in Bahrain, Perdana University, Penang Medical College and Dubai. The appointment in February 2014 of Professor Amir S. Khir as the new President of Penang Medical College heralds a new phase in its growth and development. Professor Kevin Nolan has been appointed as Vice President of the College, bringing with him invaluable experience for the new postgraduate programmes that are being launched at the College from his role as Foundation Head of the School of Postgraduate Studies at RCSI and Mr Michael Chua has been appointed as Chief Operating Officer who will drive the upgrade of facilities and working systems.

Research

The College's commitment to continually build research capability and optimise research performance has been underlined by the achievement in the past year of external research funding of over €35.7m and the publication by researchers at RCSI of a total of 260 Pubmed indexed articles.

The NAEB will provide unique, modern and inspiring medical sciences and surgical training facilities and will be the catalyst to enhance the existing student amenities.

New state-of-the-art academic educational building planned for York Street



Organisational capabilities

Institutional performance metrics and data reporting efficiencies have been enhanced throughout the College to ensure that its people, internal processes and capabilities are best in class and operationally excellent. A Director of IT and Technology Transformation has been appointed, Mr Enda Kyne, who will lead the transformative deployment of technology, driving an organisational IT framework that will streamline the College-wide implementation of Growth and Excellence.

Strategic partnerships

The College continues to leverage the relationships it has with internal and external partners and stakeholders so that it can grow, achieve more, and continue to deliver excellence in education and research. The 3U Pathway Programme was officially launched in June and is due to commence in September 2014. The second annual 3U Partnership International Diabetes Conference entitled 'Current Challenges in Diabetes Research', took place in RCSI in January 2014.

RCSI Hospitals

In the wake of the announcement by the Minister for Health in May 2013 of the reorganisation of public hospitals,

RCSI became academic partner to the group that consists of Beaumont, Cavan and Monaghan, Connolly, Louth County, Our Lady of Lourdes Drogheda and

The review panel commended our commitment to embedding a culture of quality in all aspects of RCSI operations, to teaching & learning and to student welfare.

Rotunda Hospitals. The group is to be known as 'RCSI Hospitals' and serves the area described as Dublin North East which stretches from central Dublin to the border with Northern Ireland. This area has the highest population growth expectations in the country, as well as a highly educated workforce. Anne Maher

was appointed as Chair to the Hospital Group by the Minister in October 2013. The process for the appointment of an Executive Team, which will have overall responsibility for the management of this newly formed Group is underway. The Steering Group will continue to work together to determine how to establish the group brand across all partners while retaining existing valuable local hospital identities.

Institutional Review

RCSI was subject to Institutional Review during 2013 by an international review panel commissioned by Quality & Qualifications Ireland (QQI). The final report of the review panel, published in May 2014, was very positive, concluding that RCSI is compliant with its statutory obligations as a Designated Awarding Body, with the European Standards & Guidelines for Quality Assurance in Higher Education and with other relevant national, European and international

guidelines and standards. The review panel commended our commitment to embedding a culture of quality in all aspects of RCSI operations, to teaching & learning and to student welfare. The excellent outcome of this review is a testament to the work and commitment of all our staff.

RCSI Gathering 2013

The second weekend in September is usually reserved for RCSI's annual Alumni celebration but 2013 was a special year as the College celebrated its Alumni Weekend as part of 'The Gathering'. More than 500 Alumni attended a much-expanded weekend of activities.

A particular highlight of the event was an education forum hosted by RCSI entitled "The International Higher Education Forum: New Horizons for Ireland" which explored opportunities for RCSI Alumni and healthcare professionals in the disciplines of medicine, physiotherapy, and pharmacy. The conference, which attracted some of the world's leading academics, thought leaders, decision makers and educationalists, addressed important topics in the higher education arena such as: strategies for 'Ireland Inc', the future of higher education and models of success in the higher education arena.

COSECSA collaboration programme

RCSI's collaboration programme with COSECSA (The College of Surgeons of East, Central and Southern Africa) continued to grow its impact and range of activities, enabling COSECSA to respond to the dire lack of surgical manpower across its ten member countries. The programme, with the support of the RCSI Institute of Leadership, has trained 238 surgical trainers through a series of courses across the member countries and has begun training cohorts of master

trainers to undertake the continued roll-out of these courses.

New President and Council of RCSI

A new President and Council were elected in June 2014, following the College's biennial Council elections. I would like to congratulate Mr Declan J Magee, who was elected as the 169th President of the College. Mr Magee replaces outgoing President, Professor

The past 12 months towards the realisation of our Growth and Excellence goals could not have been achieved without our staff's energy and unswerving commitment.

Patrick Broe. Professor John Hyland has been appointed as the new Vice-President.

Key high level appointments

Professor Arnold Hill has been appointed to the newly-created role of Head of School of Medicine.

Ms Catriona Bradley, has been appointed as Executive Director of the Institute of Pharmacy. Professor Hannah

McGee, Professor Paul Gallagher and Professor Seamus Sreenan have been re-appointed for four-year terms as, respectively, Dean of Faculty of Medicine & Health Sciences, Head of the School of Pharmacy and Director of the Graduate Entry Programme.

Enormous contribution

I am pleased to take this opportunity to acknowledge with sincere gratitude the enormous contribution that the patients, clinicians and staff of our teaching hospitals make to the College and to thank them for their generosity towards the College, its students and trainees. Together, it is RCSI's people – and their vibrant combination of nationalities and cultures – who make the RCSI experience so unique.

In addition, I would like to thank each and every member of the staff of RCSI for their contribution; the strides that have been taken in the past 12 months towards the realisation of our Growth and Excellence goals could not have been achieved without our staff's energy and unswerving commitment. I thank my colleagues on the senior management team for their consistent resourcefulness and total dedication. In conclusion, I would like to thank Professor Broe and his Council for prudent stewardship and dynamic support throughout the past year. I am indebted to them for their hard work, advice and commitment to RCSI's strategic vision.



RCSI MILESTONES AND ACHIEVEMENTS



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11 12





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8



July

1. Surgical trainee Ger Sheridan at the new 'Surgical Bootcamp' for surgical trainees.

August

2. Alisun Fox and Emma-May Curran pictured at a Heritage Week tour of the College.

September

3. Comedian Dara Ó Briain and medical student Jinesa Moodley kick off the RCSI Gathering 2013 celebrations.

October

4. Mary Aiken, Director of the RCSI CyberPsychology Research Centre, speaking at the Centre's launch symposium.

November

5. George Hook, broadcaster and rugby pundit, delivers the 22nd Carmichael Lecture at the Millin Meeting.

December

6. Padraig Harrington was awarded an Honorary Fellowship for his golfing achievements and representation of Ireland on the international stage.

January

7. Bukola Bolarinwa at the RCSI Open Day

February

8. Christina Noble, Founder of the Christina Noble Children's Foundation (left), was awarded an Honorary Fellowship of the Faculty of Nursing and Midwifery

March

9. Naila Edwards preparing for 'International Night' which celebrates cultural diversity

April

10. Domhnall O'Connor (NUIG), winner of the first National Surgical Skills Competition grand final hosted by RCSI

May

11. Valedictorian Eoin Kelleher celebrates receiving his final medicine results with the Class of 2014

June

12. Professor Abraham Verghese, physician and best-selling author, received an Honorary Doctorate at the annual conferring ceremony

RCSI STRATEGIC HIGHLIGHTS

In 2013, RCSI launched its new strategic plan, 'Growth and Excellence', for the Faculty of Medicine and Health Sciences 2013 - 2017 that 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 over the past year and the following pages outline some of the highlights of what has been achieved to date.



**EXCELLENCE
IN EDUCATION**



Pictured at the laying of the foundation stone for the new academic educational building on York Street in May 2014 were (l-r) Mr Declan J. Magee, RCSI Vice-President; Professor Patrick Broe, RCSI President; Mr Ruairi Quinn, Minister for Education and Skills; and Professor Cathal Kelly, Chief Executive/Registrar, RCSI

- › Plans for the new state of the art academic and education building on York Street approved by Dublin City Council
- › Teaching and Learning Programme (Educators Toolkit) accredited and will launch in September 2014
- › New Student Career Development Programme developed and due to commence in the new academic year; supported by new 'Career Hub' technology
- › RCSI's Virtual Learning Environment Moodle will be upgraded in summer 2014
- › Renewal of five-year contract to manage Masters in Pharmacy (MPharm) Programme on a nationwide basis



National and International Careers Symposium

LEADERSHIP IN INTERNATIONAL MEDICAL EDUCATION



5th class of medical graduates conferred at RCSI Bahrain



Clinical Teaching at Penang Medical College Malaysia

- › Significant investment in resources to advance the sustainable development of our international offerings
- › 3rd International Education Forum held June 2014
- › 'Insights for Growth' paper produced and discussions on the development of

International Growth Strategy currently underway

- › Working group established across international locations to identify and implement initiatives around International Recruitment and Mobility
- › Closer alignment of organisational processes and supporting technologies across RCSI

Dublin and RCSI International Offices

- › Two-year extension to MOU with the Kuwait Ministry of Higher Education until 2018 to increase the number of scholarships for undergraduate pharmacy

IMPACTFUL RESEARCH AND INNOVATION IN HEALTH SCIENCES AND EDUCATION



RCSI researchers at the launch of AMCARE



Professor Mary Cannon listed in Thomson Reuters World's Most Influential Scientific Minds

- › New Research Strategy developed and currently in final stages of review
- › RCSI ISA H2020 Strategy developed and launched; new support now being provided to researchers for proposals

- › Training sessions for Career Development of Researchers held on presenting research; creative thinking and problem solving; and professional networking
- › New Office of Research and Innovation established bringing together the support

and management of research and knowledge transfer

- › HR Strategy for Researchers approved internally and submitted to European Commission for review and approval

ENHANCED ORGANISATIONAL CAPABILITIES



Deirdre Fahy and Alma Brennan, members of the HR team which is involved in a number of projects to enhance organisational capabilities



Staff Learning and Development Programme

- › New staff Learning and Development Programme and delivery of plan in progress
- › Development of a Leadership Development Programme underway

- › New Institutional Metrics reporting process & report developed
- › Additional Strategic Marketing capability within RCSI

- › Director of IT and Transformation appointed and implementation of a revised IT Operating Model in progress

STRONG STRATEGIC PARTNERS



Launch of the 3U Pathway Programme



RCSI and Blackrock Clinic celebrate partnership in clinical education

- › Ongoing development of RCSI Hospitals Group
- › Health Systems Research Team established
- › New 3U Pathway Programme due to commence September 2014

- › Funding from Irish Research Board with 3U partners secured for research into definition of professionalism
- › Alumni Mentor Network & Alumni Gathering September 2013

- › Clinical Liaison Committee established

RCSI
SURGICAL AFFAIRS





Basic Surgical Trainees

111

BST in Emergency Medicine

52

Higher Surgical Trainees

217

Basic Specialty Trainees

52

Professional
Development Programme

380

RCSI SURGICAL AFFAIRS

Surgical training in Ireland enjoys a global reputation based upon a proud tradition of producing generations of leaders in surgery around the world. In another year of change and development from July 2013 to June 2014, RCSI has continued to encourage and nurture that leadership role by supporting our surgical leaders of the future through our new surgical training pathway and supporting surgeons in practice through continuing professional development and developing our 'Fellowship' and collegiate support and engagement.



Pictured at the National Surgical Skills Competition Final at RCSI are Mr Ehab Mansour, lecturer in post graduate surgical training, RCSI (centre) with finalists Robert Fleck and Eilis Fitzgerald.

Surgical Training

The training of a surgeon is a complex process requiring the acquisition of knowledge, skills and behaviours involving both clinical-based settings, as well as structured learning and assessment interventions here at RCSI. The process is further complicated by the complex relationship between training and service delivery.

Implementation of RCSI's innovative new Surgical Training Pathway



Mr Eunan Friel,
Managing Director, Surgical Affairs

programme is a signal of the College's intent to ensure it is ready to confront the challenges presented by a convergence of powerful change drivers in healthcare globally, all of which will have a fundamental impact on training.

Surgical Training Pathway

Guided by its ongoing commitment to provide leadership in surgical training, the College has in the past 12 months completed the first full academic year of the new Surgical Training Pathway. The new pathway, both radical and necessary in the opinion of the College, was envisioned and shaped by RCSI, in collaboration with the Irish Surgical Postgraduate Training Committee and all the surgical specialties. The planning phase also benefited greatly from input from the office of HSE's Medical and Educational Training unit and the Medical Council. The scope of change under the new pathway is a comprehensive one, including: trainee selection; content and duration of training; trainee numbers, assessment and progression; quality assurance; and, trainee engagement, communication and support. The new programme allows for a continuum of training over eight years: ST1 - ST8. ST1 and ST2 are core

years with competitive progression to ST3 - 8 (Specialist Training) based on progression and competence criteria.

These changes are designed to:

- › enable the completion of surgical training to Certificate of Completion of Specialist Training within a continuous eight-year structured programme;
- › enhance the consistency of training;
- › ensure that our programmes remain tailored to the future needs of our health service; and,
- › continue to attract the brightest and best medical graduates to a career in surgery.

Initial feedback after the first year of the new pathway is encouraging. Of the initial intake of trainees (in 2013), 90 per cent have been accommodated with their first choice of specialty for the second year of their training programme. Looking ahead to the July 2014 intake, 56 candidates were successful at interview in February 2014. All the indications are that the new programme is achieving a greater alignment between numbers starting core training and numbers that go on to Specialist Training. As with all aspects of implementation of the programme, trainee numbers, assessment and progress are continually monitored to identify opportunities for

amelioration or refinement of existing processes. In relation to trainee number alignment, the College's strategic initiatives within the new pathway will be fully informed by the outputs of the medical manpower planning review being developed at HSE-MET, under the direction of its National Programme Director, Professor Eilis McGovern. With the continued implementation of the pathway programme, real opportunities are being created to increase the intensity of training, sharpen the focus on competency-based programmes and optimise the sophistication and effectiveness of assessment tools.

As we look forward confidently to the challenges that will face the pathway in the future, on behalf of Surgical Affairs, I would like to gratefully acknowledge the efforts of all those who helped in making the initial concept of a Surgical Training Pathway an effective, functioning and successful reality. In particular, I want to thank the outgoing RCSI President, Professor Patrick Broe who supported the development of a blueprint for a new pathway from the beginning; Professor Oscar Traynor, Professor of Postgraduate Surgical Education for his sustained commitment through each phase in the development of the pathway; and all of our specialties for their support in getting us to this point of the journey.

Surgical Bootcamp

The new intake of surgical trainees in the College began the first 'Surgical Bootcamp' programme in July 2013. The intensive 40-hour course is now mandatory for all new surgical trainees and was created to immediately immerse surgical trainees in the technical and non-technical skills needed as a surgeon. The 'Surgical Bootcamp' programme was developed by the College based on feedback from consultant surgeons and surgical trainees and is designed to better prepare trainees for their early clinical rotations in surgical training. Key features of the programme include simulation-rich training methods, skilled faculty, human factors training, surgical techniques, suturing, risk management and critical care.

Surgical Practice

In the face of unprecedented challenges

to our service delivery model, the advancement of RCSI's leadership role in surgical practice remains a priority for RCSI and Surgical Affairs. Under the leadership of Professor Sean Tierney, Surgical Affairs aims to engage with and support both our Fellows and Members as well as service and regulatory stakeholders to enhance the delivery of patient care for Irish surgical patients.

National Surgery Programme

RCSI continues to play a fundamental role in shaping the model for surgery provision in Ireland, in particular, through the work and dedication of Professor Frank Keane and Mr Ken Mealy, Joint Leads of the National Clinical Programme in Surgery (NCPS), a collaborative initiative between the HSE's Clinical Strategy and Programmes Directorate and RCSI. The Directorate,

Surgical training in Ireland enjoys a global reputation based upon a proud tradition of producing generations of leaders in surgery around the world.

under the leadership of Dr Aine Carroll, has played an important role in providing the impetus for change that has facilitated the effectiveness of the NCPS and its work.

In July 2013, the Model of Care for Acute Surgery developed by the NCPS was launched in RCSI by the then Minister for Health, Dr James Reilly. Conceived with the objective of addressing circumstances whereby up to 60 per cent of the work undertaken in many surgical departments is with patients requiring acute surgical care. This landmark initiative follows on the publication in 2011 by the NCPS of the Model of Care For Elective Surgery.

The Model of Care for Acute Surgery emphasises the importance of separating the streams and activities of acute and elective surgery and aims to address the

important issues underpinning successful management of the acute surgical patient. Continuing to support critical process initiatives to drive shorter lengths of stay, day of surgery admission and operating room efficiency, the NCSP has delivered enormous benefit to both the HSE and the patients it serves.

Under the leadership of Professor Keane and Mr Mealy, the NCPS has been met with broad-based acceptance and a genuine commitment to its underlying principles.

National Office of Clinical Audit

Over the last number of years, RCSI's work, in conjunction with the HSE's Quality & Patient Safety Directorate, has supported the establishment of the National Office of Clinical Audit (NOCA). The continued support of Dr Philip Crowley, Director of HSE Quality and Patient Safety combined with the determination of Mr Ken Mealy, long-time advocate of clinical audit and patient safety, has enabled RCSI to lead the way in establishing governance and framework structures to deliver on national audit programmes across multiple specialties.

The NOCA Executive Team, who are based on campus, work directly with hospitals and clinical leads in the scoping, design, implementation and longer term monitoring and governance of audit output.

Since convening in September 2012, the NOCA Governance Board, chaired by Professor Patrick Broe, President, RCSI, has been overseeing the design, delivery and governance of several audit streams, including the Irish Audit of Surgical Mortality, the Irish National Orthopaedic Register, the National ICU Audit linked to ICNARC (Intensive Care National Audit and Research Centre) UK, the Irish Hip Fracture Database and a Major Trauma Audit, which is now collecting data and monitoring output in 22 of 27 trauma receiving hospitals using the methodologies and reporting structures of TARN (Trauma Audit and Research Network) UK. More recently NOCA have taken on the delivery and governance of a Comparative Audit of Hospital Mortality which will allow hospitals to monitor their own mortality rates across all specialties.

The continued work of NOCA, adequately supported and fully implemented, will augment the availability of detailed, reliable and accurate clinical data which, in turn, can only help enhance patient safety.



Intercollegiate Fellowship graduates at the July postgraduate conferring ceremony.



Professor Patrick Broe, President of RCSI pictured with Professor Richard Heald, Director of Surgery, Pelican Cancer Foundation & Director of the National MDT/TME Development Programme, signs the guest book at the RCSI Charter Day meetings where he delivered The Johnson & Johnson Lecture and was awarded an Honorary Fellowship of RCSI.

Professional Competence Scheme

The Professional Competence Scheme, supporting the professional competence needs of Surgical and Emergency Medicine, Sports and Exercise Medicine, and Ophthalmology, is run by RCSI at the designation of the Medical Council. Now in its third year of operation under the leadership of Professor Sean Tierney, Dean of Professional Development & Practice, the Scheme continues to go from strength to strength.

Professional Development Programme

The 2013/2014 Professional Development Programme (PDP) for non-consultant hospital doctors (NCHDs) working in the fields of surgery and emergency medicine at RCSI offered a newly expanded choice of technical skills and human factors modules. The Programme, which is now in its third year, is commissioned and funded by the Health Service Executive (HSE) 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 20 external CPD credits.

The programme includes technical skills modules and human factors

training. New to the technical skills module in Surgery this year are the "Fundamentals of Breast Surgery", "Surgical Management of Trauma after ATLS" and "Prosthetics and Orthotics in Orthopaedics". Additional technical skills modules include basic and advanced surgical skills courses aimed at SHOs. In the human factors module, a new course, "Medical Error and Patient Safety", was added.

A new company, Medical Validation Ireland (MVIrl), was established to undertake this unique initiative.

International Activities

The last twelve months has seen an intensification of our international programmes through the introduction of Intercollegiate Fellowship Examinations, the international roll-out of the OSCE format and the implementation of the revalidation programme in Qatar.

Joint Surgical Colleges Fellowship Examination

The four Surgical Royal Colleges (Edinburgh, England, Glasgow and Ireland) have introduced a new suite of Intercollegiate Fellowship Examinations for the international surgical community, the Joint Surgical Colleges Fellowship Examination (JSCFE). The JSCFE has parity of standard with the existing UK/Ireland Intercollegiate Fellowship Examinations and will assess to this standard. It carries the international reputation of the existing UK/ Ireland examination and has the value that patients and the public can be reassured that a surgeon achieving this standard has the knowledge and skills to practice independently. It is aimed at those in the international community who are about to, or who have recently completed their training. Upon successful completion of the examination, candidates will be eligible to apply for election to the Fellowship of any of the four Royal Colleges. The first diet of the new intercollegiate fellowship examination ran successfully in November 2013 in Al Ain in UAE. Further diets are currently being planned with the next scheduled for Colombo in Sri Lanka in October 2014.

OSCE format extended

The Objective Structured Clinical Examination (OSCE) format for the MRCS exam has been successfully rolled out in Ireland and internationally in 2013.



Professor Peter Gillen, Consultant Surgeon, Our Lady of Lourdes Hospital, Drogheda, addresses the annual RCSI Charter Day meeting.



Pictured at the launch of the Model of Care for Acute Surgery in July 2013 were (l-r) Mr Ken Mealy, General Surgeon, Wexford General Hospital, RCSI Council Member and Joint Lead, National Clinical Programme in Surgery; Dr Áine Carroll, National Director Clinical Strategy and Programmes, HSE; and Professor Frank Keane, former President of RCSI, and Joint Lead, National Clinical Programme in Surgery.

Consultant Revalidation Programme, Qatar

Surgical Affairs at RCSI, in partnership with the College of Anaesthetists of Ireland, the College of Psychiatrists of Ireland, the Faculty of Dentistry and the Faculty of Radiologists at RCSI, the Irish College of General Practitioners and the Royal College of Physicians of Ireland was awarded a contract in April 2013 to deliver a Consultant Revalidation Programme in Qatar.

A new company, Medical Validation Ireland (MVIRI), was established to undertake this unique initiative. MVIRI has been responsible for the design / implementation of the programme and for coordinating with all these Postgraduate Training Bodies on the assessment of almost 800 doctors in Qatar.

In September 2014, MVIRI and its partners will deliver preliminary findings to Executive Management and Senior Leaders at the client organisations: Hamad Medical Corporation and the Primary Health Care Corporation. Final results will be released in January 2015.

I wish to thank Paul Nolan, Collette Tully, Miriam O'Donoghue, Richard Hart, Darran Cahill and Sarah Jane O'Dwyer at MVIRI for successfully delivering the project to date. Sincere thanks also to Mr Alec Blayney, Mr Frank Dowling and Dr Gareth Quin, RCSI's Clinical Leads.

Awards 2014

The College is committed to encouraging the acquisition of additional training and skills outside the structured programmes of the College and, to this end, 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 2014:

The RCSI Colles Travelling Fellowship in Surgery

Mr Connor Green

The Joint ACS/RCSI Resident Exchange programme

Dr Zahraa Al-Hilli

The RCSI/Ethicon Foundation Travel Grants

Mr Joseph Simon Butler
Ms Deirdre Fanning
Dr Eoin Fenton
Mr Darren F. Lui
Dr Anthony Thomas Stafford
Mr Arun Thomas

The Brian Lane Medal

Dr David Milgrom

The RCSI-Anthony Walsh/Ipsen Urology Travelling Fellowship

Mr Arun Thomas

Irish Travelling Fellowship, RCSI/RSM Section of Coloproctology

Dr Michael Kelly

Ethicon Foundation short-term clinical visit grants

Dr Derek Thomas Cawley
Dr Roisin Dolan
Dr Ann-marie Kennedy
Dr Damian McCartan

The Millin Lecture

Professor John Paul O'Neill

RCSI RESEARCH





RESEARCH HIGHLIGHTS

Discovery of novel
gene for epilepsy

Achievement of external
funding in excess of

€35.7m

Launch of the Structured
Population and Health-
services Research Education
(SPHeRE) programme

Publication of

260

Pubmed indexed articles

Identification of significant
proportion of population with
increased risk of developing
chronic obstructive
pulmonary disease

RCSI RESEARCH

RCSI's mission in research is to improve human health through translational research, i.e., clinical, laboratory-based and health service research informed by bedside problems, societal and global health challenges.



Pictured at the launch of "SPHeRE" (Structured Population and Health-services Research Education) were (l-r) Mr. Enda Connolly, CEO, HRB; Professor Reinhard Busse, Technical University of Berlin; Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences, RCSI; Professor Patricia Kearney, UCC; Professor Anne Hickey, RCSI and Director of SPHeRE; Mr Tony O'Brien, Director General of the Health Service; and Professor Steve Thomas, Trinity College and Co-Director of SPHeRE.

We promote innovative research that:

- › leads to improved diagnostics, therapeutics and devices;
- › tackles important healthcare delivery issues;
- › informs policy and clinical practice; and,
- › enhances the quality of education of healthcare professionals.

RCSI recognises that excellence in research is critical to the quality of its educational activities and its mission to enhance human health.

COMMUNICATION OF HIGH IMPACT RESEARCH

In this annual reporting period (July 1, 2013 to June 30, 2014), researchers at RCSI published a total of 260 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.

Identifying novel gene for epilepsy

RCSI researchers and collaborators identified a novel gene for epilepsy along with a novel biological pathway involved with the condition. The study, entitled "TDP2 protects transcription from abortive topoisomerase activity and is required for normal neural function" was published in *Nature Genetics* (2014 May, 46:516-21), and includes RCSI authors Dr Gianpiero Cavalleri, Dr Mark McCormack and Professor Norman Delanty.

Role of protein in treating hereditary emphysema

Researchers from RCSI and Beaumont Hospital made an important breakthrough in the understanding and treatment of hereditary emphysema. Their exciting findings show that the protein Alpha-1 Antitrypsin (AAT) plays an important role in controlling inflammation from white blood cells and is important for good health. The research found that AAT, when released into the bloodstream, travels to the lungs to protect the lung from disease. Their research findings were published in *Science Translational Medicine* (2014 January, 6:217ra1). The joint lead authors on the research were Dr David Bergin and Dr Emer Reeves, with Professor Gerry McElvaney as senior author.

Developing new anti- diarrhoeal medication

New gastroenterology research carried out by RCSI in conjunction with Trinity College Dublin and Johns Hopkins University in Baltimore, Maryland uncovered a new route for the development of anti-diarrhoeal drugs. The new route directly targets cells and molecular processes that control water movement into the intestine and may



Professor Ray Stallings
Director of Research



Pictured at RCSI Research Day 2014 were (l-r) William Arthur Lackington, PhD student in Bioengineering and Regenerative Medicine; and Professor John Waddington, Professor of Neuroscience, RCSI.



Pictured at the RCSI Human Disease Mapping conference was keynote speaker Professor Helen Mayberg, Emory University School of Medicine, Atlanta, USA, renowned pioneer of deep brain stimulation which is used to treat conditions such as depression.

help with the development of a new class of anti-diarrhoeal medication. The research was published in *Gut* (2014 May, 63:808-17). Dr. Stephen Keely was senior author of the study.

Childhood trauma linked to psychotic experiences

Researchers at RCSI demonstrated that exposure to childhood trauma (physical assault and bullying) is linked to psychotic experiences (such as hearing voices), and, in turn, the cessation of traumatic experiences leads to a significant reduction in the incidence of psychotic experiences. These findings place new weight on calls for more comprehensive preventions and intervention strategies against childhood trauma in the community from abuse at home and bullying in schools. The paper, entitled "Childhood trauma and psychosis in a prospective cohort study: cause, effect, and directionality" was published in the *American Journal of Psychiatry* (2013 Jul, 170:734-41), with Professor Mary Cannon as senior author.

Identifying those at increased risk of developing COPD

Professor Gerry McElvaney, and his team of researchers from RCSI, the Alpha One Foundation and Harvard University made a major breakthrough in identifying a significant proportion of the population who have an increased risk of developing chronic obstructive pulmonary disease (COPD) due to a combination of inherited genes and exposure to cigarette smoke.

Their paper, entitled "Clarification of the risk of chronic obstructive pulmonary disease in Alpha 1-Antitrypsin deficiency PiMZ heterozygotes", was published in the *American Journal of Respiratory and Critical Care Medicine* (2014 February, 189:419-27).

RCSI recognises that excellence in research is critical to the quality of its educational activities and its mission to enhance human health.



Minister of State Kathleen Lynch, TD, at the launch of the RCSI Mental Health of Young People in Ireland report. The report found that one in five young Irish adults aged 19-24 experienced a mental disorder.



Pictured (l-r) are Professor Hilary Humphreys, Deputy Director of Clinical Research; Professor Ray Stallings, Director of Research; Professor Sir Stephen O' Rahilly, who delivered the Annual John J Ryan Distinguished Guest Lecture; and Professor Kevin McGuigan, Research Day Academic Coordinator.

RESEARCH FUNDING

RCSI researchers were highly successful in obtaining peer reviewed external research grant awards during the period July 1, 2013 to June 30, 2014. Total external funding for the period was over €35.7m.

Some of the larger awards, exceeding €1m

- › Professor Anne Hickey, Structured Population and Health-services Research Education (SPHeRE) – from HRB PhD Scholarship Programme (€6.3m to RCSI), with TCD and UCC as partners.
- › Professor Jochen Prehn, "BCL-2 family proteins and cellular bioenergetics in the control of cell survival: Towards novel predictive and prognostic markers for disease progression and therapy responses in colorectal cancer patients" – from SFI Investigator Award (€2.2m).
- › Professor David Henshall coordinating P.I. on "EpiMiRNA: microRNAs in the pathogenesis and treatment of epilepsy" – from EU-FP7/Collaborative project (€2.4m to RCSI; total award €11.6m).
- › Dr Garry Duffy coordinating P.I. on "AMCARE, Advanced Materials for Cardiac Regeneration" – from EU-FP7/Health, (€1.25m to RCSI, total award €6.8m).
- › Professor Leonie Young, Bryan Hennessy, Annette Byrne and Jochen Prehn, "From population to patient: Leveraging systems medicine to personalise breast cancer treatment" – as a part of the Irish Cancer Society Research Centre "BREAST-PREDICT" (€1.9m to RCSI; total award €7.4m).
- › Professor Leonie Young "Mechanisms of Targeted Treatment Resistance in Breast Cancer Patients" – from Breast Cancer Ireland (€1m).
- › EI Commercialisation Fund Awards to Professors Fergal O'Brien, Caroline Jefferies and Mauro Adamo, totalling €1,295,089.
- › HRB Health Research Awards to Professors Fergal O'Brien, Jochen Prehn, Richard Costello and Dr Ann Hopkins, totalling €1,710,446.
- › Irish Research Council Postdoctoral Awards to Professors David Henshall, Fergal O'Brien, Donal O'Shea, Caroline Jefferies, and Dr Zeibun Ramtoola, totalling €704,977.

Some additional funding of note

- › SFI Investigator Awards to Professors David Henshall and Sally Ann Cryan, totalling €1,638,020.
- › SFI Career Development Awards (CDA) to Drs Gianpiero Cavalleri and Annette Byrne, totalling €1,253,729.
- › SFI Starting Investigator Grant (SIRG) Awards to Drs Tobias Engel and Eva Jimenez-Mateos, totalling €1,039,525.

Prestigious awards to RCSI Faculty

Dr Garry Duffy won a prestigious Fulbright Award in July 2013. Fulbright Awards, given annually by the Irish and US governments, provide Irish students, scholars and professionals with the opportunity to study, lecture and research at top universities and institutions throughout the United States. Dr Duffy will undertake research on developing restorative therapies for acute myocardial infarctions at Harvard University.

Professor David Henshall (Physiology and Medical Physics) was presented with the Robert Bentley Todd Silver Medal by the RCSI Neuroscience Society, in recognition of his contributions to teaching and research in neuroscience. This award was made during an undergraduate-hosted evening that focused on basic research and clinical aspects of epilepsy, held at RCSI on March 6, 2014.

The winners of the 24th Sheppard Prize, awarded to RCSI MDs and PhDs who have achieved excellence in research in their respective fields, were:

- › Dr Emmet O'Brien, who won the MD oral presentation prize;
- › Dr Michelle White, who won the PhD oral presentation prize;
- › Dr Colin Davenport, the winner of the PhD poster prize; and,
- › Dr Eoghan McCarthy who won the MD poster prize.

Anatomical Society honours RCSI staff

The Anatomical Society has honoured two members of RCSI staff. At the Society's AGM in Newcastle in December, Professor Clive Lee was elected President of the Anatomical Society for a three-year term. He is the fourth Irish person to be elected President in the 127-year history of the Society. Each year, the Society awards four PhD studentships and, in January 2014, Dr Garry Duffy received one for his project 'Decoding the extrinsic

regulation of cardiac stem cell fate in cardiovascular disease'.

Human Disease Mapping Conference

PhD students Christopher Whelan

The Structured Population and Health-services Research Education (SPHeRE) programme was launched in RCSI in January 2014.

and Annachiara Mitrugno (MCT) were Chair and Co-Chair respectively of the successful inaugural conference on Human Disease Mapping which took place in RCSI on January 30 and 31. This conference was organised by Christopher and Annachiara, in conjunction with their postgraduate student colleagues in RCSI, under HRB support, to celebrate the achievements of Irish and international PhD and post-doctoral researchers in the field.

Launch of SPHeRE Programme heralds exciting era for Population Health Research

The Structured Population and Health-services Research Education (SPHeRE) programme was launched in RCSI in January 2014. The objective of the programme is to create a network of highly trained researchers who can competently research aspects of the current Irish health system, making recommendations to inform policy and implement changes in practice, with the aim of improving population health and health service delivery for the people of Ireland.

The SPHeRE Programme is a partnership between RCSI, University College Cork (UCC) and Trinity College Dublin (TCD), expanding on the well-established and successful HRB-structured PhD Scholars Programme in Health Services Research, which commenced in 2007. The Programme aims to produce a national integrated faculty that meets

the growing demand for high quality graduates in population health and health services research and improves the quality and relevance of such research in Ireland.

RTE's The Science Squad showcases RCSI research

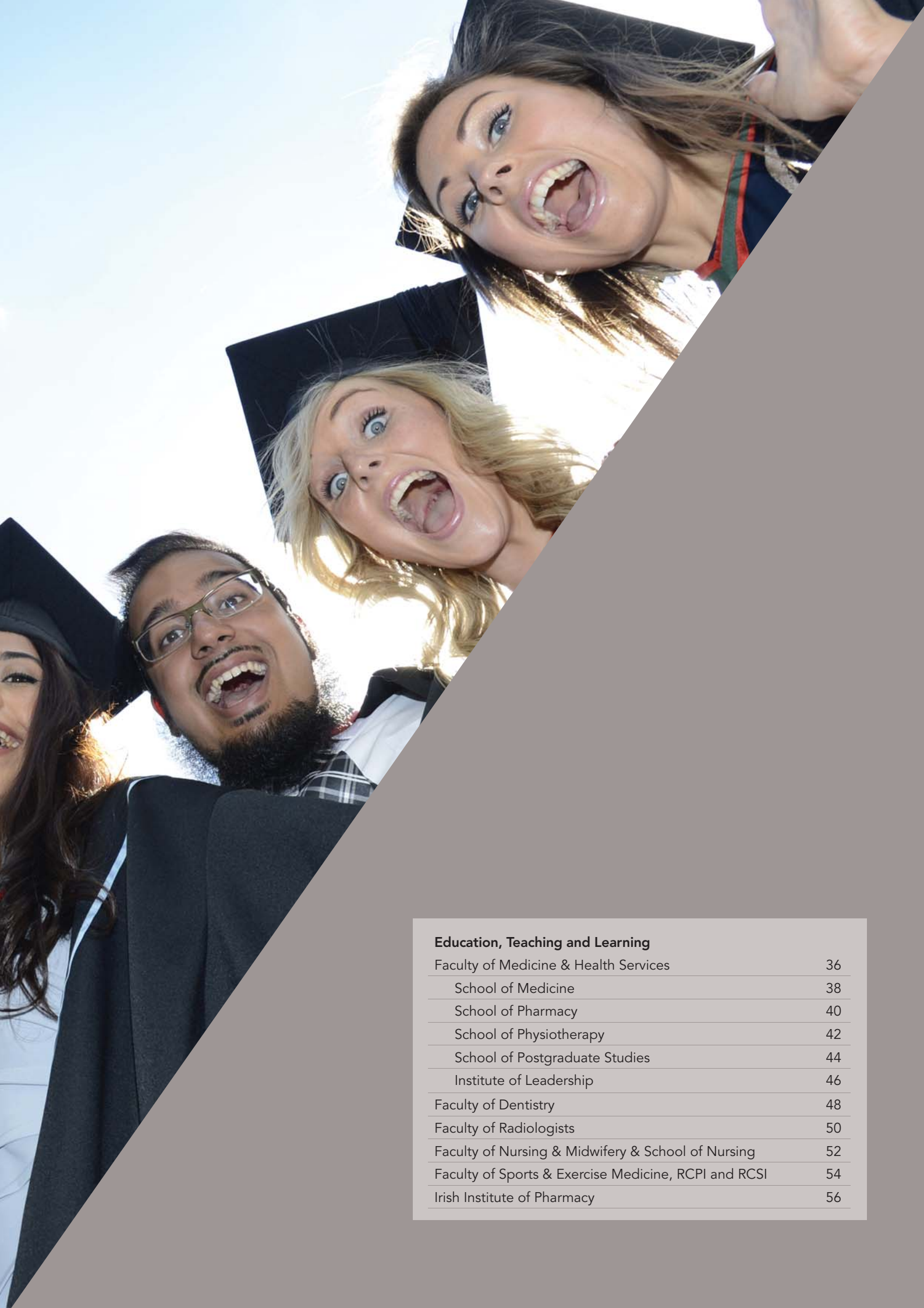
Three programmes in the RTE series, The Science Squad, featured examples of leading-edge research at RCSI including:

- › the work of a team, led by Professor Fergal O'Brien, which has developed a new organic material that harnesses the body's own regenerative power to repair damaged bones and cartilage;
- › new technologies facilitating a move towards the use of simulators for surgical training, allowing skills to be learned in a safer and controlled environment, accelerating learning; and,
- › the work of a team – led by Professor Sam McConkey, Head of International Health and Tropical Medicine at RCSI – carrying out clinical trials to develop a new vaccine for malaria, a huge global public health problem that kills over one million people each year.

Researchers from RCSI and Beaumont Hospital made an important breakthrough in the understanding and treatment of hereditary emphysema.

RCSI EDUCATION, TEACHING AND LEARNING





Education, Teaching and Learning

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RCSI FACULTY OF MEDICINE AND HEALTH SCIENCES

In 2013/2014, the Faculty of Medicine and Health Sciences, through its schools and academic and administrative departments, has implemented a range of innovative initiatives that will add further momentum to RCSI's evolution as a leader of teaching and learning in the health professions.



Pictured are staff from RCSI Dublin, Perdana University (PU-RCSI) and RCSI Bahrain at the International Education Forum, which took place in Dublin in June.

Excellence in Education

Work continues on the New Academic and Education Building (NAEB) which is due to become operational in September 2016. Plans for Integrated Clinical Consulting are being built into the overall NAEB development plans. The estimated €80m investment in NAEB demonstrates the College's commitment to providing the best facilities for students and staff, and to build healthcare leadership potential for the future.



Professor Hannah McGee
Dean, Faculty of Medicine and Health Sciences

A major development this year was the establishment of the role of Head of School of Medicine as separate from the role of Dean of the Faculty. This evolves the governance of the Faculty to one where each of the six schools is lead by a head of school. Professor Arnie Hill, Head of the Department of Surgery was appointed as the first Head of the School of Medicine after competitive interview.

The Student Career Development Programme, a major innovation advanced by Dr Alice McGarvey, Vice Dean, Student Career Development and now managed by Ms Fionnuala Rahilly, is in place supported by a hi-tech Career Hub. The Alumni Mentor Network is a central component of the new initiative and was successfully launched by the Department of Student, Academic and Regulatory Affairs (SARA) in 2013/2014. Under the stewardship of Ms Rahilly, Student Career Development Manager with SARA, the Alumni Mentor Network can be a key differentiator for RCSI graduates in their careers. An interactive portal that links Alumni and students, it has the potential to combine global reach with a career opportunity-specific focus.

Throughout 2013/2014, Ms Sinead Dunwoody, Clinical Relationship Manager, has been building strong links with hospitals and other clinical sites, liaising

closely with them to ensure that the student training experience is optimised.

These initiatives are further augmented by a range of established supports which include the Research Summer School led by Dr Sarah O'Neill and our Research Electives.

As part of the College's overall enhancement of organisation capabilities, SARA continued to develop its IT capabilities in 2012/2013 under the new IT Operating Model currently being implemented to ensure high quality assessment processes and effective documentation for students seeking electives or career information.

Of vital importance, the Vice Dean for Student Support and Development, Dr Orna Tighe and her team, the hard-working and dedicated SARA staff and RCSI's academic staff ensure that all student supports are provided within a cohesive framework that maximises their effectiveness. I want to thank all concerned for their commitment to optimising the student experience.

Health Professions Education Centre

In its first year, the Health Professions Education Centre (HPEC) has made great strides in establishing structures to support the enhancement of excellence

and scholarship in health professions education by providing opportunities for staff to further develop and refine their teaching approaches and strategies, as well as resources on matters related to pedagogy, curriculum design, and assessment strategies. Under the leadership of Professor Teresa Pawlikowska, the HPEC promotes effective and relevant educational interventions and drives innovation in health professions education. Among the range of innovations planned, work is currently being finalised on the establishment of an NUI-accredited Diploma in Health Professions Education.

The Educator in Residence programme commenced in September 2013 with Professor Frank Coffey, a Consultant in Emergency Medicine and Research and Education Lead in the Emergency Department at the Queen's Medical Centre in Nottingham, as the first post holder. Working closely with the HPEC team to develop a simulation project under the Integrated Clinical Consulting Theme, he is focusing in particular on the development of a group of simulated patients, people trained to replicate the symptoms and behaviours of real patients and who can act as proxies for them in training and assessment.

Leadership in International Medical Education

RCSI continues to grow its international presence and the offerings it provides overseas. In the past 12 months, substantial development work has been carried out on the College's International Growth Strategy and an Insights for Growth paper has been published. A Student Quality and Performance Working Group has been set up to inform student recruitment strategy. In addition, student recruitment and admissions across Bahrain and Dublin are being more closely aligned.

RCSI Bahrain

At the June 2014 conferring in RCSI Bahrain, more than 240 candidates graduated with degrees and Masters. Medical graduates undertaking internships in RCSI Bahrain achieved a pass rate of 100 per cent in the most recent exam licensed by the National Health Regulatory Authority in Bahrain. In addition, the Medical Commencement Programme was revised and accredited by NUI.

Professor Sameer Ootom was appointed President, RCSI Bahrain. Professor Ootom has been a central figure in establishing the university, serving in the roles of Professor of Clinical Pharmacology and Dean and Vice President of Academic Affairs. Mr Stephen Harrison Mirfield was appointed Chief Operating Officer, RCSI Bahrain.

Penang Medical College, Malaysia

Penang Medical College (PMC) has launched its first postgraduate programme, the Master of Science degree in Health Research, led by Professor Abdul Rashid Khan, Head of the Department of Public Health Medicine. Having commenced in June, 2014, this two-year postgraduate degree is aimed at medical, health and social science graduates in Malaysia and adjoining countries with an interest in health research.

The past year has seen significant new appointments amongst the senior management of Penang Medical College. In October 2013, PMC had the pleasure of announcing its third President, Professor Amir S Khir who previously held the position of the College's Dean since 2004. Professor Kevin Nolan joined as the Vice President for Academic Affairs of the College. Mr Michael Chua was appointed Chief Operating Officer in June 2014.

Perdana University RCSI School of Medicine

Perdana University RCSI School of Medicine (PU-RCSI) commenced its third academic year in September 2013. PU-RCSI students have distinguished themselves during the Junior Cycle 1-3 and Intermediate Cycle 1 examinations in both academic years with an outstanding performance of 36 first class honours overall in the Class of 2017 (out of a total of 70 students).

Professor Anthony Cunningham completed his term as Foundation Dean in 2014. Since his appointment in 2011, Professor Cunningham has led the successful establishment of the programme in PU-RCSI. He will be succeeded by Professor David Adams. Professor Adams has served on the specialty advisory boards of the Royal Colleges of Ireland, Edinburgh and England and was a Council member of the Otolaryngology section of the Royal Society of Medicine.

Institute of Leadership

The past year has seen steady progress in the ongoing development of the Institute of Leadership across its bases in Ireland, Bahrain and the UAE. In 2013/2014, the Institute conferred 84 graduates in Ireland, 61 in Dubai and 27 in Bahrain. A new MSc programme in Leadership in Health Professions Education was launched in Dubai in collaboration with the University of Sharjah and the Institute will launch a new MSc in Quality and Patient Safety in Healthcare Management in Ireland in the coming academic year.

Third International Education Forum

RCSI hosted the third annual International Education Forum from June 23 to June 26, 2014. The Forum saw more than 40 staff from RCSI Bahrain and PU-RCSI, Malaysia join with over 100 colleagues in Dublin to attend this year's meeting. During the course of the Forum, staff from the three campuses reviewed challenges and innovations in the core curriculum, educational technology, student support and international education trends.

Fostering a sense of collegiality is very important in a system where weekly and daily communication is carried out routinely by videoconference and email over three time zones to ensure delivery of a common curriculum in three countries. The Forum provides a fantastic opportunity for staff based in Ireland and overseas to share their experiences and ensure that lessons learned can be built into further development of a common programme across three sites.

ICHAMS 2013

The International Conference for Healthcare and Medical Students (ICHAMS), the undergraduate medical conference for students and run by students, which provides insights into the translation of research 'from bench to bedside' was held for a third highly successful year on October 11 and 12, 2013, with support from the Research Summer School. The innovative, student-driven event was winner of the Student Project of the Year in the 2013 Irish Healthcare Awards. Students from around the world attended the event, including undergraduates from the United States, Sri Lanka, the Ivory Coast, the United Arab Emirates and the United Kingdom.

RCSI SCHOOL OF MEDICINE

The growth of the RCSI Faculty of Medicine over the past 15 years, coupled with international academic developments, has led to a strategic re-structuring, informed by models in other higher education institutions, of the role of Dean of the Faculty of Medicine & Health Sciences. The result is the creation of the separate role of Head of the School of Medicine to which Professor Arnold Hill, Head of Department of Surgery, was appointed in November 2013.

Guided by an ethos founded on the principle that the patient's interest is paramount in clinical teaching, medical practice and research, the School of Medicine, managed and supported by the staff of RCSI's Clinical Science and Health Science Departments, leads the delivery and continuous improvement of the core medical degree programmes, ensuring excellence in medical education and training and enabling the continued evolution of the core medical curriculum and course as a premier medical programme.

With a remit that extends across three continents and four medical schools in Dublin, Bahrain, Penang and Perdana University in Kuala Lumpur, 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. To achieve this, the School is dedicated to optimising the quality of students it accepts, the quality of the programmes it delivers and the success of its graduates and postgraduates.

Focus on vertical integration

Early in 2014, the School of Medicine initiated a process aimed at enhancing

vertical integration within the core medical curriculum, i.e., 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. Working groups were established in four key areas:

- › Clinical Competencies – defining the appropriate competence levels at each stage of the student journey;
- › Molecular Medicine/Genomics – assessing the appropriate levels of information to be provided in a rapidly developing area of knowledge;
- › Psychology and Mental Health – ensuring that leading edge knowledge of psychology and mental health are fully integrated and co-ordinated within all aspects of teaching delivery throughout course duration; and,
- › Professionalism – defining and developing the concept of medical professionalism for students, both its cognitive base and its required skills.

The Working Group on Molecular Medicine and the Working Group on Psychology and Mental Health have already reported with recommendations. A fifth working group, focusing on Cardiovascular Disease, is to be established shortly.

Advancing deployment of simulation in teaching

Sustained investment in simulation and simulation technologies has continued with the acquisition of two SimMan 3G adult patient simulators. These simulators provide trainers and students with state-of-the-art technology for the teaching of clinical scenarios.

In addition, under the direction of the Health Professionals Education Centre (HPEC), and with input from RCSI Educator in Residence, Professor Frank Coffey, an innovative project is underway to establish a cohort of trained simulated patients, i.e. individuals who are trained to replicate the symptoms, traits and behaviours of real patients for training and assessment purposes.

As part of the project, the HPEC team is working with Professor John O'Byrne in coaching simulated patients to participate in a study at the Department of Orthopaedics, Cappagh Hospital. This work will help establish metrics for the assessment of outcomes delivered by the educational use of simulation, which can subsequently inform the development of a comprehensive vision of the role of simulation in education.

Deeper engagement across clinical sites nationally

Complementing the vertical integration strategy, extensive work has been carried out in deepening engagement with our



Professor Arnold Hill,
Head of the School of Medicine



Medical student Louise Murphy carries out an examination on the SimMan 3G adult patient simulator which provides trainers and students with state-of-the-art technology for the teaching of clinical scenarios.

clinical colleagues in multiple clinical sites across Ireland with the primary purpose of enhancing our teaching programme. Clinical Relationship Manager Sinead Dunwoody has been pivotal in facilitating and co-ordinating interaction throughout this ongoing process. A number of initiatives have already been implemented as a result of this work including collaboration with undergraduate Deans to strengthen momentum in the creation of leadership roles in clinical teaching at each of the clinical sites. The participating Deans now meet on a regular basis which provides additional impetus to the advancement of a leadership capability in teaching nationally.

The Third RCSI International Education Forum

The College hosted the third annual RCSI International Education Forum which took place from June 23 to June 26. The Forum saw more than 40 staff from RCSI Bahrain and Perdana University (PU)-RCSI, Malaysia join with over 100 colleagues in Dublin at this year's meeting. The theme, "Curriculum Development in a Transnational Context" aimed to build on previous education fora and consolidate the work of the Health Professions Education Centre and the Schools of the Faculty of Medicine & Health Sciences. In addition to the matrix of integrated, robust processes that ensure the quality and consistency of education and assessment, these fora provide an

invaluable opportunity for the sharing of perspectives that assist RCSI operate with enhanced effectiveness and success within a complex transnational and inter-professional network.

During the course of the forum, staff from the three campuses reviewed, renewed and shared challenges and innovations in the core curriculum, educational technology, student support and international education trends. The programme included two days of closed Faculty sessions for RCSI Staff. On Monday, June 23, a School of Medicine Junior Cycle programme took place in St Stephen's Green and an Intermediate and Senior Cycle programme was held in ERC Beaumont.

Vice Dean appointments

There have been four appointments to the School of Medicine Staff and Executive:

- › Professor Kevin McGuigan has been appointed as Vice Dean for Foundation Year;
- › Professor Aidan Bradford has been appointed Vice Dean for Junior Cycle;
- › Professor Alice Stanton has been appointed Vice Dean for Intermediate Cycle; and,
- › Professor Gerry McElvaney has been appointed Vice Dean for Senior Cycle.

All four take up their roles on September 1st, 2014.

I wish to thank the outgoing Cycle Directors, Professor Clive Lee (Junior Cycle, Medicine) and Professor Celine Marmion (Foundation Year Medicine & International Medical Commencement Programme), for their hard work and commitment from 2010-2014.

The School is dedicated to optimising the quality of students it accepts, the quality of the programmes it delivers and the success of its graduates and postgraduates.

RCSI SCHOOL OF PHARMACY

Having established RCSI nationally as an accomplished provider of pharmacy education in the ten years since its foundation, the School of Pharmacy has initiated steps in the past year to replicate this success on an international scale while setting new benchmarks for achievement at home.

Hosting Deans' Forum

The School of Pharmacy hosted the annual Pharmacy Deans' Forum, becoming the first academic institution to do so. The meeting, which took place on Saturday, August 31 and Sunday, September 1, 2013, in RCSI's College Hall, focused on areas of critical importance to institutions of pharmacy education. Deans from more than 100 faculties of pharmacy attended.

Saint John of God Hospital and RCSI sign historic MOU

A Memorandum of Understanding (MOU), was signed on Thursday, August 29, between the Pharmacy Department at Saint John of God Hospital, a leading provider of mental health treatment and care services in Ireland, and the School of Pharmacy. The collaboration aims to enhance educational opportunities available to undergraduate pharmacy students and is the first time that the School has undertaken an MOU with a psychiatric teaching hospital.

RCSI MiniMed Open Lecture Series 2013/2014

On Wednesday, March 26, 2014, the School of Pharmacy took part in the MiniMed Open Lecture Series, RCSI's informative health lectures which are open free of charge to the public. Professor Paul Gallagher, Head of School of Pharmacy, RCSI spoke on the topic, "Potions, Lotions and Health Promotion – what can my Pharmacist do for me?" and Matthew Lynch, Lecturer in School of Pharmacy, explored the topic "Generic Medicines and Internet Pharmacies."

Education

With its five-year contract to manage the Masters in Pharmacy (MPharm) Programme on a nationwide basis coming to an end, RCSI School of Pharmacy re-tendered to the Pharmaceutical Society of Ireland in Q4, 2013 for stewardship of the programme for the years 2014 to 2019. Of the three national bodies that submitted tenders, RCSI School of Pharmacy was again successful.

Kuwait MOU extension

RCSI recently signed a two-year extension to an MOU with the Kuwait Ministry of Higher Education. The agreement has been extended to 2018 and aims to achieve an increase in the number of scholarships for undergraduate pharmacy from six to 25 per year.

Academic partnerships

RCSI formed a new Erasmus Partnership with the Faculty of Pharmacy at the University of Lorraine, in Nancy, France. Establishment of the partnership was due, in great measure, to the efforts of Professor Kevin McGuigan and Dr Marc Devocelle, Erasmus Programme Co-ordinators with the School of Pharmacy. Each year, the Programme will enable two pharmacy undergraduates to undertake final year research projects in the University of Lorraine, France. In 2013, the Programme participants were Ms Leah Conroy and Ms Christine Canavan.

Ms Lucy J. Adkins and Ms Emily Sorah are the first students to undertake an international experiential learning elective under the School of Pharmacy partnership with the Bill Gatton College of Pharmacy, East Tennessee State University (ETSU). The formal MOU was signed in ETSU on April 2, 2014.

Research: Pharmaceutical Science

AMCARE

The Advanced Materials for Cardiac REgeneration (AMCARE) consortium, a group led by RCSI and Advanced Materials for BioEngineering Research (AMBER), the Science Foundation Ireland (SFI)-funded research centre, received €8.7m as part of the European Union's Framework Programme 7.



Professor Paul Gallagher
Head of the School of Pharmacy



RCSI and St John of God Hospital staff pictured at the signing of the Memorandum of Understanding between the School of Pharmacy and the hospital.

AMCARE is co-ordinated by Dr Garry Duffy, Department of Anatomy and Tissue Engineering Research Group, RCSI, and AMBER Investigator. RCSI researchers involved in the consortium include RCSI School of Pharmacy's Dr Helena Kelly, Deputy Co-ordinator, and Professor Sally-Ann Cryan. They will work with Drs Garry Duffy, Bruce Murphy and Adriele Prina-Mello from AMBER.

SFI Investigators Programme

Three RCSI projects received funding for pioneering research, delivered by the Department of Jobs, Enterprise and Innovation, through the SFI Investigators Programme. Selected via competitive peer review by 400 international scientists, the recipients included Professor Sally-Ann Cryan, RCSI School of Pharmacy, and Dr Andreas Heise, DCU, who were jointly awarded €1.9m for a collaborative project entitled "Functional polymers for (nano) medical devices".

Research: Clinical Practice

Research by RCSI's School of Pharmacy and the Rotunda Hospital, published in European Journal of Obstetrics & Gynaecology and Reproductive Biology, has affirmed that the seasonal influenza vaccine is safe at any stage during pregnancy. The research team, led by Professor Brian Cleary, Honorary Clinical

Associate Professor, School of Pharmacy, examined Irish maternity hospital data during the recent flu pandemic.

Over half of all older Irish adults prescribed medications which have the potential to interact with alcohol, still regularly consume alcohol during

The collaboration aims to enhance educational opportunities available to undergraduate pharmacy students and is the first time that the School has undertaken an MOU with a psychiatric teaching hospital.

the course of their prescription, a new study from RCSI's School of Pharmacy, led by Lecturer Dr Gráinne Cousins, has found. Developed in conjunction with the Health Research Board Centre for Primary Care Research and Trinity College Dublin (TCD), the research was published in BMC Geriatrics.

Appointments

In January 2014 John Hayden took up a position as Lecturer in Pharmacy Practice in RCSI and is beginning a PhD in paediatric critical care. He joined RCSI from Our Lady's Children's Hospital, Crumlin.

Dr Samuel Maher was appointed Lecturer in Pharmaceutics in the School of Pharmacy. He joined RCSI from AnaBio Technologies Ltd.

The School of Pharmacy welcomed back Dr Brian Kirby from Perdana University, where he had been seconded in 2011 to lead the pharmacology/clinical pharmacology discipline in the RCSI Medical School at the University in Malaysia.

Student achievements

At the RCSI White Coat Ceremony 2013, Ms. Joanne O'Dwyer, who had just completed her B.Sc. (Pharm), was the recipient of the Leo Pharma Medal in Pharmaceutics, the Boots Medal in Pharmacy Practice and the Professor John G Kelly Medal for best Overall Performance in the B.Sc. (Pharm) class of 2013. Mr Joseph Sweeney received the Servier Medal for Best Experienced Researcher.

RCSI SCHOOL OF PHYSIOTHERAPY

The School of Physiotherapy's five-year strategic plan for 2014 to 2018 was presented to the Faculty of Medicine and Health Sciences Board in May 2014, signaling the advent of a new phase in the development of the School and in the evolution of its primary objective to educate professionally safe, competent, reflective and analytical physiotherapists.

Enhancing primary care educational opportunities

The School of Physiotherapy increased the number of primary care placements during the year in recognition of the increasing need for the delivery of health care in the community setting. Most students now complete placements in both primary and acute care settings, ensuring they gain exposure to the full range of the patient journey. An innovative project was initiated in the delivery of primary care exercise classes, which involved integrating acute and primary care clinical placements where physiotherapy students delivered a Falls Management Exercise (FaME) programme in the primary care setting. The exercise class opportunity was identified and aligned to an acute hospital setting. Primary care hours were incorporated into the practice education schedule. Second and final

year physiotherapy students attended 30 hours of exercise instruction, participating in one class per week, for the duration of the 20-week FaME programme. Students worked alongside clinicians in implementing strength and endurance-based programmes for the cohort of 245 patients. A formal evaluation of this initiative is planned shortly.

New Clinical Skills Workshop

In response to the need for physiotherapy students to understand certain complex respiratory technical skills for their second year clinical placements, a new college-based skills workshop has been implemented for second year physiotherapy students on respiratory placements. Workshops are run with small groups of students and four key technical skills are covered: suctioning, manual hyperinflation, saline instillation and broncho-alveolar lavage. This initiative is intended to improve students' ability to participate in the management of acutely unwell patients in the intensive care unit during clinical placement. Informal feedback to date has been positive and further evaluation is planned to assess the level of objective improvement in observed performance on placement.

Clinical collaborations have been developed by the School of Physiotherapy with a range of hospital sites including Temple Street Hospital, Louth County Hospital, Rotunda Hospital, Primary Care Areas 6,7,8, Portiuncula Hospital and the Royal Victoria Eye and Ear Hospital.

Research activity

Research is a fundamental part of contemporary physiotherapy clinical

practice and research funding was awarded to the School of Physiotherapy by the following funding agencies:

- › Research Motor Neuron Disease;
- › Irish Research Council;
- › Health Research Board;
- › National Disability Authority; and,
- › Irish Gerontological Society

In total, 17 research articles have been published and 32 oral/poster presentations were made in the course of the year. Research was presented at national and international conferences, including the European Stroke Conference (Nice, France), the European Polio Conference, European Society of Movement Analysis in Adults and Children, the Barany Conference (Argentina) and the Osteoarthritis Research Society International Conference (France).

The School of Physiotherapy engaged in several noteworthy research collaborations:

- › with Beaumont Hospital in the clinical areas of respiratory medicine, stroke medicine, musculoskeletal, neurology and medicine for the elderly;
- › with Connolly Hospital in the clinical areas of musculoskeletal disorders;
- › with the Gait Laboratory in the Central Remedial Clinic on a number of projects investigating balance, upper limb movement and gait disorders in children with cerebral palsy; and,
- › with the computing and electronic engineering departments at DCU



Professor Marie Guidon
Head of the School of Physiotherapy

and NUIM, respectively, as part of the 3U Partnership, investigating the development of a mobile application for patients with vestibular disease.

- › with the Antenna and High Frequency Research Centre, at DIT Kevin Street, in an SFI funded project, on the effect of a novel footwear telemetry antenna system (FTA) on the spatiotemporal characteristics of gait in an elderly population at a low risk of falls and gait or running in normal subjects.

Other collaborations include a study to evaluate fall events after stroke, which is being conducted with the Dublin Academic Teaching Hospitals (Mater, St Vincent's, Tallaght, St James's and Beaumont) hospitals.

School of Physiotherapy and the Gathering

The School of Physiotherapy played a full part in the success of the Gathering 2013 event held by RCSI from September 12 to September 14 2013. The School of Physiotherapy was one of a number of Schools that hosted break out parallel sessions at the International Education Forum, which took place as part of the event on September 13. Several RCSI School of Physiotherapy Alumni were invited to present on both research and clinical topics. The School's keynote speaker was Professor Karen Harrison, Emeritus

Professor of Physiotherapy Education at Coventry University, and a former External Examiner to both the RCSI undergraduate and postgraduate physiotherapy programmes. The distinguished line up of speakers also included Aisling Brennan, Clinical Specialist Physiotherapist in Musculoskeletal Triage in Tallaght Hospital, Dublin; Sarah Rand, Specialist Physiotherapist in Cystic Fibrosis in Great Ormond Street Hospital, London; and Dr Ailish Malone, Senior Physiotherapist in Gait Analysis at the Gait Laboratory, Central Remedial Clinic, Clontarf.

Awareness, engagement and support

In November 2013, Ms Fiona Daly, Practice Education Co-ordinator, addressed the Irish Society of Chartered Physiotherapists conference in Kerry on the topic of the constructivist approach to teaching.

Dr Helen French and Ms Louise Keating, Lecturers in the School of Physiotherapy launched a physiotherapy support initiative, in June 2014, with the aim of assisting RCSI's Breakers team in their preparation for the Great Pink Run in aid of Breast Cancer Ireland. The initiative commenced with a lecture entitled "From Shin Splints to Stress Fracture: RCSI Breakers' Guide to Staying Injury Free." At RCSI's first week long 'Surgical Bootcamp' for the new intake of surgical

trainees in July 2013, Louise Keating, Lecturer in Physiotherapy, presented a workshop highlighting the incidence of musculoskeletal complaints arising from the occupational demands of surgery and providing details of self-care strategies for surgeons.

The launch of the Alumni Mentor Network, an interactive portal linking RCSI alumni and students, has been extremely successful in enhancing productive online mentorship by School of Physiotherapy alumni.

The School of Physiotherapy increased the number of primary care placements during the year in recognition of the increasing need for the delivery of health care in the community setting.



Pictured are Vicky Jones, Noreen Dockery and Claire Igoe at the RCSI Gathering Physiotherapy Higher Education Forum

RCSI SCHOOL OF POSTGRADUATE STUDIES

The School of Postgraduate Studies has as its primary purpose the marketing, recruitment, support and retention of a world-class postgraduate community in RCSI. These objectives are driven by a dedicated core team of:

- › Head of School – Professor Niamh Moran BSc, PhD;
- › Programmes Manager – Dr Helen McVeigh BSc, PhD;
- › Programmes Administrator – Ms Justina Senkus BA, MBA; and,
- › School Coordinator – Ms Jennifer Hynes BBS, MA.

In the academic year 2013-2014, the School graduated 62 higher degree by research candidates, comprising 43 PhDs, 14 MDs and 5 MScs, the largest number in a single academic year since the School was founded in 2006. In the same academic year, the School enrolled 65 new students: 35 PhD candidates, 19 MD candidates, 2 MCh candidates and 11 MSc candidates.

Key events

The School of Postgraduate Studies together with the HRB-funded PhD Scholars organised the inaugural Human Disease Mapping (HDM) Conference at RCSI on January 30 and 31, 2014. This international event celebrated the often overlooked impacts made by young researchers across the world in the refinement of therapeutics and improvement of diagnostics in human disease. Plenary talks were given by two pioneering investigators – Professor Helen Meyberg, Emory University School

of Medicine, USA, and Dr Jonathan Thon, Harvard Medical School, USA, whose work has opened new frontiers in the treatment of neurological and cardiovascular disorders, respectively. Oral and poster presentations plus data blitzes were delivered by PhD students and postdoctoral research fellows from Ireland and Europe, while a number of key industry figures discussed recent breakthroughs and potential career opportunities in their field. Round table discussions on day two enabled participants to exchange scientific ideas and discuss future research plans.

RCSI research students Naadiya Carrim and Cormac McDonnell were awarded first and second prizes, respectively, for Best Oral Presentation in the Cardiovascular Biology section at the Young Life Scientists Ireland (YLSI) Symposium at TCD (March 1, 2014). Nicola Kavanagh received second prize in the general poster category for her presentation.

Sinead Quinn and Natalia Lajczak (PhD students in the Department of Molecular Medicine) won the Donegan Medal and Runner-up Prize, respectively, at the annual meeting of the Royal Academy of Medicine in Ireland, Biomedical Sciences, held at UCD on June 19, 2014.

Ensuring research integrity

RCSI's research integrity policy was launched in line with the Irish Universities Association national policy statement on Ensuring Research Integrity in Ireland. In line with these initiatives, the School of Postgraduate Studies developed a postgraduate module in Research Ethics and Integrity. The Postgraduate Students Union organised a workshop on "Conducting Ethical and Robust Research"; topics discussed included "Ensuring Research Integrity in Ireland", "Conducting Ethical Research", and "Integrity in Scientific Publications".

Internationalisation activities

As a direct result of increased internationalisation activities, RCSI is now a recognised third-level institution for the Brazilian Science Without Borders programme. This resulted in three fully funded PhD studentships being awarded to Brazilian students who began their PhD projects in RCSI in the 2013-2014 academic year.

Science Foundation Ireland's International Strategic Cooperation Award (ISCA) programme supports research-based collaborations between Ireland's Higher Education Institutions and collaborators in four partner countries, including Brazil and the People's Republic of China. As part of its ISCA-supported activities in 2014, the



Professor Niamh Moran,
Head of the School
of Postgraduate Studies

School of Postgraduate Studies hosted a series of visits to RCSI by eminent international research collaborators, who met with members of senior management, as well as Principal Investigators, in RCSI and its 3U partner institutions. Meetings were arranged on the basis of the research interests and student education/training interests of the distinguished visitors. In addition to specific research collaborations and opportunities for postgraduate exchanges, the potential for joint PhD programmes and undergraduate twinning programmes was explored.

ISCA: Brazil

The school hosted three senior Brazilian academics on exploratory visits to RCSI, including, in February 2014, Professor Adolfo Horn from the Universidade Estadual do Norte Fluminense, who worked with Professor Celine Marmion (Pharmaceutical and Chemistry Department) during his visit and delivered a seminar entitled "Inorganic compounds that might keep you young". The School also hosted a PhD scholar, Ronaldo José Farias Corrêa do Amaral, for a two-

month research period. Ronaldo worked in Professor Fergal O'Brien's laboratory under the supervision of postdoctoral research Fellow, Dr Amos Matsiko. In addition, RCSI academics visited Brazil to establish collaborative scientific interactions.

ISCA: China

In July 2013, the school hosted Professor Xuechu Zhen from the College of Pharmaceutical Sciences, Soochow University; and Vice President Professor Donghai Wei, Dean of International Education, and Professor Jiachun Lu, both of Guangzhou University.

New developments

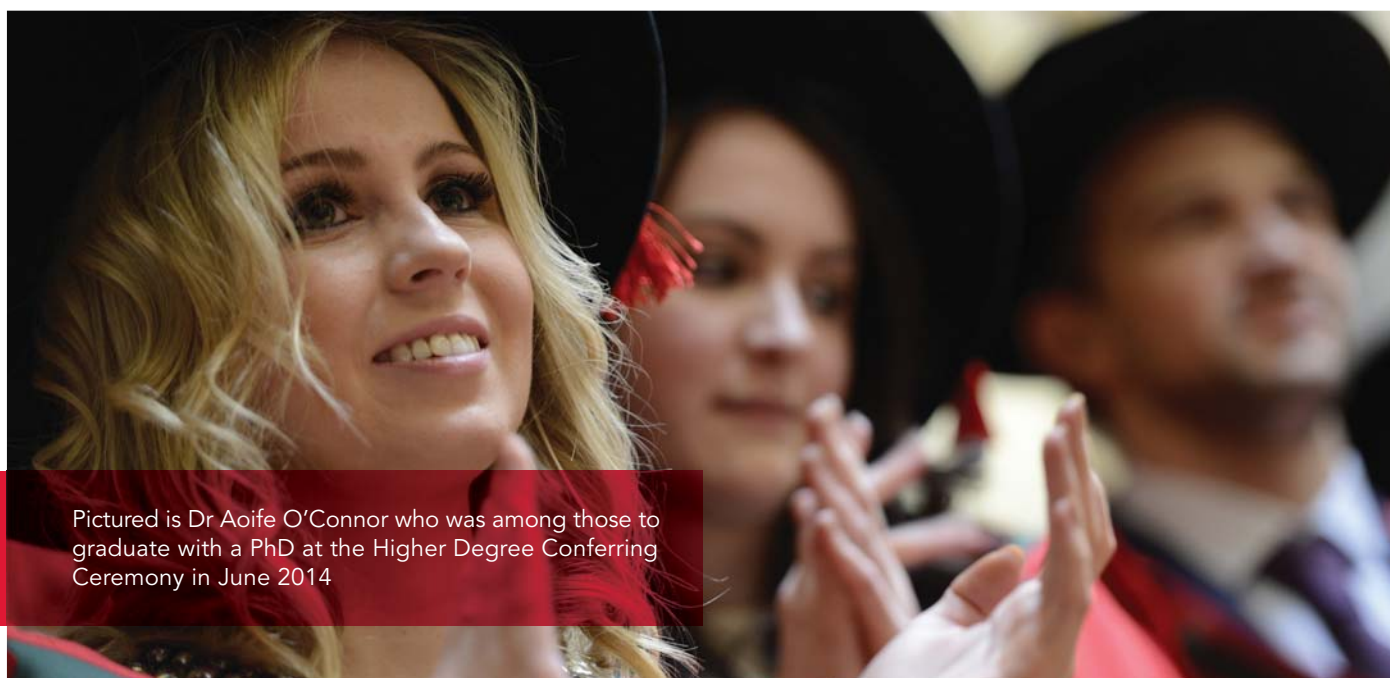
For the first time, a separate graduation ceremony was held in 2014 for postgraduates in acknowledgement of the significance and distinction of the higher degrees. New innovations in this ceremony include a speech by a postgraduate valedictorian and the publication of the specific thesis titles for all the research awards (PhD, MD and MSc).

The School moved into new office facilities in 2014 which has resulted in a more integrated work space and enhanced accessibility. Ms Jennifer Hynes was appointed School of Postgraduate Studies Coordinator in December 2013, taking over from Ms Bernadette Kearney, who has moved to the role of MPharm Programme Coordinator in the School of Pharmacy.

Postgraduate Students' Union

The Postgraduate Students' Union (PGSU) represents postgraduate students in all aspects of graduate life including highlighting graduate issues, lobbying for improvements and providing support. In the past year, the PGSU with the School organised a range of events including a welcome reception for new postgraduates, as well as movie, ice skating, race and quiz nights, which raised funds for chosen charities. The PGSU team includes Co-Presidents Amy Cole and Nicola Kavanagh, Treasurer Sinead Quinn and Public Relations Officer Aoife McKeon.

As a direct result of increased internationalisation activities, RCSI is now a recognised third-level institution for the Brazilian Science Without Borders programme.



Pictured is Dr Aoife O'Connor who was among those to graduate with a PhD at the Higher Degree Conferring Ceremony in June 2014

RCSI INSTITUTE OF LEADERSHIP

The past year has seen steady progress in the ongoing development of the Institute of Leadership across its bases in Ireland, Bahrain and the UAE. In addition to its academic programmes, the Institute has significantly increased its engagement with the Irish health service by providing leadership and organisational development programmes for senior leaders in the system.

Academic Programmes

The Institute conferred 84 graduates in Ireland, 61 in Dubai and 27 in Bahrain. A new MSc programme in Leadership in Health Professions Education was launched in Dubai in collaboration with the University of Sharjah and the Institute will launch a new MSc in Quality and Patient Safety in Healthcare Management in Ireland in the coming academic year.

Leadership Development

In a major innovation, the Institute, after a successful competitive tender, launched a national Leadership Development Programme for Directors and Assistant Directors of Nursing and Midwifery. The programme was a collaboration with the National Leadership and Innovation Centre at the HSE. 75 Directors and Assistant Directors of Nursing and Midwifery participated in the programme which was specifically designed to meet their needs and to build leadership capability within the healthcare system. The project included an Assessment & Development Centre and the programme was co-designed with the Directors themselves. In parallel

with the development of their personal and professional effectiveness, the participants worked together on strategic development projects that were aligned with the proposed new reconfiguration of the hospital groups.

Launch of Health and Social Care Professions Programme

In collaboration with the HSE, the Institute is providing a novel bespoke programme of leadership development for the Health and Social Care Professions (HSCP). The programme, "Beginning a New Leadership Journey", was developed to enhance the performance of HSCP managers in their current and possible future roles, recognising the need for strong leadership at all levels in the healthcare sector. The programme is designed to be challenging and is specifically intended to provide a 'leadership stretch', to promote new learning and competency development.

Hospital Leadership Development Programmes

The Institute has increased its engagement with the hospital sector in Ireland. The MSc in Leadership and Organisational Change at Beaumont Hospital was again provided this year in collaboration with DCU. An innovative new programme was also launched at the Rotunda Hospital. This is a cross-disciplinary programme for high-potential leaders in the hospital and combines inputs aimed not only at developing the leadership competencies

of the participants but also actioning the hospital's overall strategy. New training programmes were also launched at St James's and Tallaght hospitals.

3U Leadership Symposium

The second annual 3U Leadership Symposium took place on Saturday, March 1, 2014 at NUI Maynooth and was organised by Pauline Joyce from the Institute and Paula Kinnarney from the Education Department at NUI Maynooth. Following on from last year's successful event, the theme of leadership and professionalism was further developed with keynote speaker, Professor James P. Spillane from the School of Education & Social Policy in Northwestern University in Illinois, addressing delegates on the theme of distributed leadership in organisations operating in a pluralist environment. Other key contributors to the symposium included the then Minister for Children and Youth Affairs, Frances Fitzgerald TD; Professor David Coghlan from TCD; Professor Freddie Wood, President of the Medical Council and Tomás Ó Ruairc, Director of the Teaching Council.

RCSI Leadership Lecture Series

The Institute again organised a successful public Leadership Lecture Series that featured outstanding leaders from the fields of surgery, financial services and corporate training. These included Mr Jimmy Sheehan, Professor Hilary Sanfey, Dr Mary Collins and Mr Brendan Noonan.



Professor Ciaran O'Boyle
Director of the Institute of Leadership

Training in Africa

As part of the RCSI COSECSA collaboration, Institute staff provided a "Train the Trainer" programme for surgeons in Malawi, Burundi, Uganda and Mosambique.

Research

The CyberPsychology Research Centre was launched on October 3, 2013, and the event was well attended by experts from a variety of organisations including IBM, MIT, Columbia University, An Garda Síochána, INTERPOL and the Los Angeles Police Department. The Research Centre has had a number of international successes including winning its first funding award, as a participant in the Middlesex University-led project, "Developing Research Informed Good Practice Policing and Industry Collaborative Models in Preventing Online Child Abuse and Profiling Child Victims." The aim of the project is to understand the victimology of online grooming and develop tools for law enforcement and industry to protect those at most risk from unwanted advances. Funded by the European Commission, this study will result in the Research Centre hiring a post-doctoral researcher.

Important research on the use of technology in the detection and prevention of child abuse was conducted by Dr Michelle McEvoy who received her

MD for the work. Dr McEvoy, who is now a Consultant Paediatrician at Great Ormond Street Children's Hospital in London, conducted pioneering work to develop and determine the potential effectiveness of virtual patients in improving clinical knowledge, professional identity and reflective skills in the detection of child abuse in medical students studying paediatrics. Her findings indicated that the current curriculum does not provide adequate exposure to essential infrequent cases in clinical practice. She found virtual patients to be an acceptable learning tool, and a measure developed for evaluating their impact was found to be practical, reliable and valid. Compared to the traditional curriculum alone, the inclusion of virtual patients significantly improved short-term learning and long-term knowledge retention. Providing students with written feedback during the module improved their learning about professional norms and their ability to apply such norms to clinical scenarios.

Since the launch of the Cyberpsychology Research Centre, its Director, Mary Aiken, was appointed to the Internet Content Advisory Group at the Department of Communications, Energy and Natural Resources by the then Minister, Mr Pat Rabbitte, TD. She was also appointed as an Academic Advisor (Psychology) to the European Cybercrime Centre (EC3) at Europol. In February 2014, the Research

Centre participated in the establishment of the Asia-Pacific Institute for Resilience and Sustainability. The Cyberpsychology Research Centre will continue to grow and deliver on its founding vision of global leadership in producing research and policy at the intersection of psychology and technology.

Appointments

Dr Mary Collins was appointed as Senior Executive Development Specialist in January 2014. Formerly Head of Talent Development & Learning at Deloitte, her role in the Institute involves working with senior leaders in the healthcare sector to develop their management and leadership capabilities through a range of executive development approaches, including executive coaching, 360 feedback and master classes.

The Institute, launched a national Leadership Development Programme for Directors and Assistant Directors of Nursing and Midwifery.



Professor Cathal Kelly, Chief Executive/ Registrar, thanks Mr Jimmy Sheehan, Co-founder of the Blackrock, Galway and Hermitage Clinics for delivering the 'Leadership Lessons in Healthcare' lecture.



Pictured at the 3U Leadership Symposium (l-r, 4th row) Sibeal Carolan, Institute of Leadership (IoL); Hugh Carroll, Irish Institute of Pharmacy, (3rd row) Mary Boyd, School of Physiotherapy; Dr Pauline Joyce, IoL; Anna Marie McQuillan, IoL graduate; (2nd row) Margaret Culliton, Ger Talty, IoL graduates; Professor Zena Moore, School of Nursing and Midwifery; (1st row) Professor Hannah McGee, Dean of the Faculty of Medicine and Health Sciences; Yvonne Delaney, Natalie Hession IoL graduates; and Professor Ciaran O'Boyle, IoL.

RCSI FACULTY OF DENTISTRY

Founded in 1963, the Faculty of Dentistry has a core mission of advancing the science, art and practice of Dentistry by the promotion of education, study and research.

A major contributor to postgraduate Dentistry, the Faculty is responsible for the maintenance of the highest standards of postgraduate training in Ireland and in other centres around the world. With over 2,000 Fellows and Members globally, its international remit, 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.

Concluding anniversary celebrations

Celebrations of the Faculty's 50th anniversary concluded in December 2013 with a one-day lecture meeting entitled "50 years of the Faculty of Dentistry, 30 years of Implant Dentistry in Ireland". Featuring a host of Irish experts in the Surgical and Restorative aspects of Implant Dentistry, the event was held as part of The Gathering and was attended by Fellows, Members and other friends of the Faculty from Ireland and overseas.

New Diploma in Primary Care Dentistry

The new Diploma in Primary Care Dentistry (DipPCD RCSI) is now established as a stand-alone postgraduate

qualification. The first sitting of the Diploma was held in October 2013. A total of 14 candidates sat the examination and each was successful on their first attempt. The Faculty was delighted to welcome its first group of Diplomates to the Winter conferring in December 2013. The Diploma of Primary Care Dentistry has been approved by the Dental Council and the examination has been developed by the Faculty of Dentistry RCSI in collaboration with the Irish Dental Association (IDA) and the Irish Faculty of Primary Dental Care (IFPDC).

International activities

The Faculty of Dentistry was part of a College-wide effort to secure a contract with the Hamad Medical Corporation in Qatar for re-validation of their Medical and Dental Consultants. The Faculty of Dentistry's submission was spearheaded by Dr Peter Cowan, CEO of the Faculty of Dentistry, and the success achieved was due, in large measure, to his efforts. The first phase of the re-validation has been completed on schedule. Further opportunities are anticipated in the region as a result.

The Faculty's overseas programmes go from strength to strength. Its network of Membership of Faculty of Dentistry (MFD) examination centres in the Gulf region – which includes Bahrain, Kuwait, Jordan and Ajman – has been significantly extended with the successful establishment of an MFD examination

centre in the University of Khartoum.

In the US, New York University (NYU) continues to hold both MFD and Fellowship of Faculty of Dentistry (FFD) examinations. In addition, MFD preparatory courses have been held in NYU, Kuwait and Sudan.

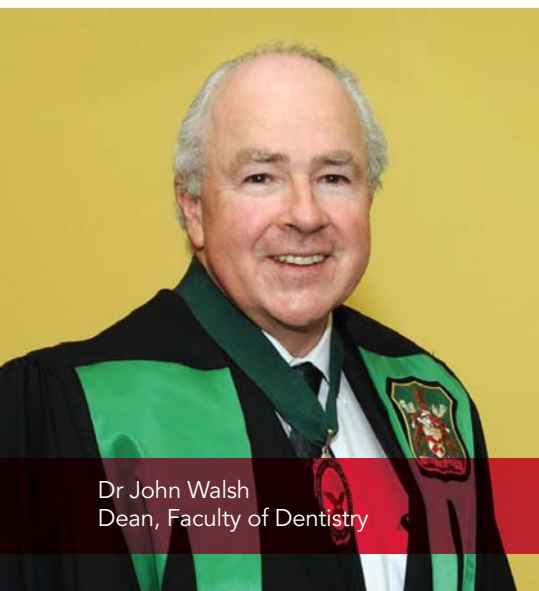
Postgraduate Lecture Series

At home, the Postgraduate Lecture Series is now in its fifth year. It is designed primarily as a refresher course for those students sitting for the Diploma and Membership examinations while also providing up to date continuing education opportunities for all dentists. It brings together an eclectic mix of specialists who address topics in a concise, focused lecture format. The guiding principle of the highly popular series is 'maximum knowledge in minimum time'.

Awards promoting excellence in Dentistry

To promote excellence in the science and clinical practice of Dentistry, the Faculty presented the following awards in 2013:

- › the Adrian Cowan Medal was awarded to Ronan John O'Leary, the best all-round fourth year dental student at the Dublin Dental University Hospital;
- › the Leo Heslin Memorial Medal was awarded to Ahmed Sultan, a fourth year dental student at the Dublin Dental



Dr John Walsh
Dean, Faculty of Dentistry



Pictured (l-r) are Professor Gerard Kearns, former Dean RCSI Faculty of Dentistry; Liam Jones (Diploma in Primary Care Dentistry); Omar Alkaradsheh (FFD - Periodontics)

University Hospital;

- › the John McGimpsey Prize was awarded to Emily Lovegreen, who achieved first place in the Final BDS Examination at Queens University Belfast; and,
- › the (inaugural) Seamus Keating Prize was awarded to Orna Ní Choileáin who achieved first place in the Final BDS Examination in Child Dental Health at University College Cork.
- › the RCSI/ IADR Postgraduate Clinical Research Award was awarded to Dr. Emma Warren, Graduate of the Oral Surgery Programme, Cork University Dental School.

Annual Scientific Meeting

The 2013 Annual Scientific Meeting drew a strong attendance with delegates from the dental community being joined by colleagues from the Anaesthetic, Neurology and Pain Management communities. The theme for the meeting, which was held on Thursday, October 24 and Friday, October 25, was "Surgical Aspects of Dental Practice". As well as highly respected clinicians, teachers and researchers from Ireland, the panel of speakers included distinguished overseas contributors from the US and the UK.

The Deanship: achievements and transitions

Professor Gerard Kearns completed his

term of office as Dean of the Faculty of Dentistry in February 2014. In addition to expanding the Faculty's activities both at home and abroad. Professor Kearns has overseen the successful introduction of the Diploma in Primary Dental Care (DipPCD RCSI). Professor Kearns, with the invaluable assistance of Dr Osama Omer, the Vice Dean of the Faculty of Dentistry, developed the network of examination centres through the establishment of a new centre at the University of Khartoum in Sudan. Following the successful introduction of the MFD examination there, it is now poised to become an examination centre for the FFD examination beginning in 2015.

Dr John Walsh was elected as the new Dean. A native of Dublin, Dr Walsh is a graduate of Trinity College Dublin, the Paedodontic Programme at Indiana and the Orthodontic Programme at Seattle, and is the first European to successfully complete the American Board of Paediatric Dentistry in 1989. A primary objective of Dr Walsh's period in office will be the enhancement of clinical training and dental practice, while developing already-established links throughout the dental community in Ireland, including, notably, the IDA and IFPDC.

Dr Osama Omer, senior lecturer consultant in restorative Dentistry at Dublin Dental University Hospital (DDUH), has been appointed vice-dean

of the Faculty of Dentistry at the RCSI Royal College of Surgeons in Ireland.

Faculty Board

Dr John Walsh, Dean; Dr Osama Omer, Vice-Dean; Professor David Ryan, Honorary Secretary; Dr Gerry Cleary, Honorary Treasurer; Dr Christopher Lynch, Honorary Editor; Dr Christine McCreary, Education Committee Chair; Mr Sean Sheridan, Inspections and Recognition Committee Chair; Board Members: Dr Edward Cotter, Dr Kieran Daly, Dr Billy Davis, Professor Gerard Kearns, Dr Albert Leung, Dr Sean Malone, Dr John Marley, Dr Alan McMichael, Mr Peter Ramsay-Baggs.



Pictured (l-r) are Emily Crossan and Margaret McDevitt who were conferred with Membership of the Faculty of Dentistry (MFD) in July 2013

RCSI FACULTY OF RADIOLOGISTS

A busy year for the Faculty of Radiologists has included a series of successful and well attended scientific meetings, further evolution in the trainee selection process, and the fostering of resilient and productive relationships with influential external organisations at home and abroad.

Scientific Meetings

The Annual Scientific Meeting of the Faculty of Radiologists was held in RCSI from September 26 to September 28, 2013. There were parallel sessions in Radiation Oncology and, as usual, scientific sessions and a poster exhibition formed an important part of the meeting. The event was strongly attended with over 300 delegates present including diagnostic and radiation oncologists, radiographers and industry representatives.

The Irish MRI Meeting, with the central theme of Cardiovascular MRI, was held on January 25, 2014, in Carton House, Co Kildare. With both radiographers and physicists in attendance, session topics included: MRI in ischaemic heart disease; comprehensive assessment of cardiomyopathy with MRI; cardiac MRI in systemic diseases; interventional

cardiology in the management of adult congenital heart disease; and physiological stress MRI in congenital heart disease.

A special one-day seminar, focused on "The Doctor in Difficulty," was held on March 28, 2014. This one-day conference was designed to consider the magnitude of the problem and the complexity of the issues involved. While only a small percentage of individuals find themselves in difficulty, the expert speakers emphasised the importance of identifying those affected as early as possible. This event was exceptionally well-attended and took place in the context of the development of a cohesive, structured framework to address the challenges presented by doctors in difficulty.

The Combined Spring Meeting, which focused on Oncological Imaging, took place in the G Hotel, Galway on April 4-5, 2014. Sessions for the event addressed topics such as Gastrointestinal Malignancy, Paediatric Oncology, Genitourinary Malignancy, Practice-based Learning and the conjunction of Diagnostic Radiology and Radiation Oncology.

Following the success of the Neuroradiology seminars held in Belfast in 2011 and 2012, the Faculty of Radiologists in Dublin supported and administered another event in 2014.

The Irish Society of Neuroradiology

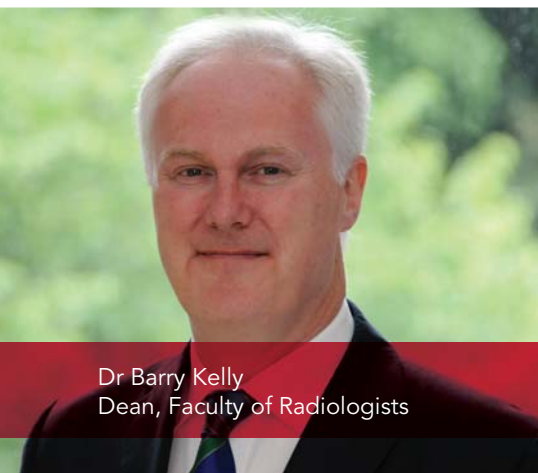
Meeting took place on June 5 and 6, 2014, and was extremely successful, drawing radiologists not only from Ireland but also from the UK and beyond. This 2014 Seminar marked the inaugural meeting of the Irish Society of Neuroradiologists. Topics addressed included: Temporal Bone Imaging, Skull Base imaging; Brain Tumour Imaging and Imaging in Headache.

The Faculty's Scientific Meetings are recognised for continuing medical educational (CME) certification within Ireland and with other radiology bodies in Europe and North America and are particularly beneficial in the acquisition of CMEs.

Selection and feedback

Radiology continues to attract the strongest calibre of candidates, with doctors of the highest intellectual capabilities applying for training SpR posts. For that reason, the Faculty strives to ensure that the selection process is as fair, rigorous and effective as it can be, by refining and enhancing existing methodologies and developing fresh and innovative approaches.

In the last 12 months, the Faculty has introduced a more comprehensive range of assessment metrics to further ensure the optimum 'fit' between the candidate and the role. Utilising Objective Structured Clinical Examinations (OSCEs), the process focuses on three key capabilities – academia, decision-making and visual acuity.



Dr Barry Kelly
Dean, Faculty of Radiologists

The Faculty continues to deliver its training programme in Kuwait, a parallel programme to that delivered in Ireland.

Feedback to unsuccessful candidates is an important part of the selection process, ensuring individuals are more informed about the outcome. Further refining an initiative introduced in 2013, the Faculty aimed this year to respond with feedback to every applicant, a challenging task given that applications emanate from all over the world. While it is not an appeals process, the feedback is useful for applicants in that it should assist them in better understanding the reasons why their applications were unsuccessful, thus helping them to subsequently make more informed decisions. Additionally, one of the benefits of the policy has been that, subsequent to the introduction of the feedback process in 2013, several candidates have reapplied successfully.

The Faculty is grateful for the assistance of Gary Brady from RCSI Human Resources whose help in managing and developing the feedback initiative was invaluable.

External relationships

The Faculty's membership of the Forum of Postgraduate Training Bodies provides a highly effective platform for the exchange of information and ideas with other colleges, while also facilitating a consistency of approach in postgraduate medical education, training and policy.

The Faculty continues to have a very productive and constructive relationship with the Medical Education Training (MET) Unit of the HSE, which is greatly facilitated by a mutual commitment to developing progressive and pragmatic solutions.

International activities

The Dean of the Faculty of Radiologists has a seat on the Specialty Training Board of the Royal College of the Radiologists in the UK, a role which provides unique insights, and opportunities for the exchange of ideas, on all matters relating to postgraduate training of clinical radiologists.

The Faculty of Radiologists played an important part in the successful College-wide effort to secure a contract with the Hamad Medical Corporation in Qatar for re-validation of their Medical Consultants.

The Faculty continues to deliver its training programme in Kuwait, a parallel programme to that delivered in Ireland and supported by the MET. The Faculty has put in place an initiative to accept trainees from Kuwait in fifth-year Fellowship-type posts of one year's duration. This initiative gives the trainees access to a new level of experience which will benefit them when they return to practice in Kuwait.

The Faculty continues to maintain strong links with the European Society of Radiology (ESR), the organisation dedicated to promoting and coordinating the scientific, philanthropic, intellectual and professional activities of Radiology in all European countries. Dr Barry Kelly is a Member At Large of the Quality, Safety and Standards Committee of ESR, a core committee within the organisation. In addition, both Dr Kelly and Dr Adrian Brady are ESR-approved Examiners (the Society's European examinations have candidates from across 50 countries).

In 2014, the Faculty of Radiologists commenced discussions with the Icelandic Society of Radiology to explore how the Faculty may assist with a range of developments including curriculum and examinations.

Board changes

In the past 12 months, there have been a number of changes of personnel on the Faculty of Radiologists Board. Dr Timothy Scanlon, Dr Colin Cantwell and Dr Niamh Hambly have joined the Board.

There were three retirees from the Board: Dr Mark Elliott, Dr Eoin Kavanagh and Dr Adrian Brady.

Faculty Board

Dr Barry Kelly, Dean; Dr Declan Sheppard, Vice-Dean; Professor Dermot Malone, Honorary Secretary; Dr Max Ryan, Honorary Treasurer; Board Members: Dr Maeve Pomeroy, Dr Niall Sheehy, Dr Patricia Cunningham, Dr Timothy Scanlon, Dr Colin Cantwell, Dr Anthony Ryan, Dr Jerome Coffey, Dr James Clarke, Dr Niamh Hambly



Candidates conferred with Fellowships of the Faculty of Radiologists at the Postgraduate Conferring Ceremony in December 2013

Radiology continues to attract the strongest calibre of candidates.

RCSI FACULTY OF NURSING & MIDWIFERY AND SCHOOL OF NURSING & MIDWIFERY

2014 marks the 40th anniversary of the Faculty of Nursing & Midwifery and, appropriately, also marks a year of significant progress and development for both the Faculty of Nursing and Midwifery and the School of Nursing and Midwifery.

FACULTY OF NURSING & MIDWIFERY

One of the most respected and longest-serving providers of nurse education in Ireland, the Faculty of Nursing and Midwifery – which has ensured that wide-ranging, relevant programmes of education are available for nurses from a variety of clinical nursing specialties – is entering a new phase in its development.

Strategic review

The Faculty Board has completed a five-year strategic plan for the Faculty of Nursing and Midwifery with the assistance of PwC (PricewaterhouseCoopers). The plan incorporates a Faculty governance review to identify the most appropriate governance model for Nursing & Midwifery. Implementation of the plan will proceed in September 2014 with academic programmes moving to the School of Nursing and Midwifery. The Faculty will initiate development of a Professional Competency Programme with a view to becoming a leading provider of CPD programmes. This new role will be one of a range of core activities including: the protection of

the Faculty's heritage of excellence in nursing and midwifery education, the maintenance of financial autonomy of the Faculty and the enhancement of Faculty of Nursing governance. Key objectives will include:

- › delivery of programmes required by the Irish Nursing and Midwifery Board;
- › a sustained increase in the number of nurses pursuing Fellowships in Nursing and Midwifery;
- › further development of the Annual Research Conference and, specifically, expansion of coverage of international nursing and health science research; and,

- › delivery of a comprehensive CPD programme:

40th Anniversary initiative

The Faculty appointed Dr. John Adams, a Nurse Historian and Fellow, to co-write, along with Professor Carney, Dean, and Thomas Kearns, Executive Director, a commemorative history of the Faculty. The Faculty recorded a series of six interviews with senior leaders and influencers in the profession of nursing and midwifery during May 2014. These interviews explore the Faculty's past, present and future and will be made available on the College website. The anniversary celebrations will climax in late 2014 with a gala commemorative event on October 29.



Professor Zena Moore
Head of School of Nursing & Midwifery



Professor Marie Carney Dean of
Faculty of Nursing & Midwifery

International Nursing & Midwifery Research & Education Conference

The 33rd Annual International Nursing & Midwifery Research & Education Conference took place in RCSI on February 19 and 20, 2014. Organised and run by the Faculty Board with the support of the School of Nursing, the conference featured over a hundred research presentations and was attended by delegates from 18 countries.

Research

In the ever-changing healthcare environment, nursing and midwifery research is vital. An array of research has been carried out by the Faculty Board Members on subjects such as ICU, Maternity, Advanced Practice, and Health

Service Management. Recent published research includes two articles by Professor Carney, Dean: an advanced practice literature review on behalf of the Nursing and Midwifery Board of Ireland; and an analysis of the student-to-staff transition, "Role Transition from student nurse to staff nurse: Facilitating the transition period," published in Nurse Education in Practice.

Appointments

Professor Marie Carney was appointed Dean of the Faculty of Nursing & Midwifery, succeeding Professor Edna Woolhead. Professor Carney's primary objective is to develop a reconfigured Faculty that champions the highest standards of excellence in Nursing & Midwifery and achieves recognised leadership in professional competency programme development for nursing specialties.

As part of the significant changes in governance, Mr Thomas Kearns has been appointed Executive Director to the Faculty, and Ms Lorraine Harte was appointed Faculty Administrator.

SCHOOL OF NURSING & MIDWIFERY

The education of future leaders in healthcare delivery and related research is at the core of the Mission of the School of Nursing and Midwifery. Building on the heritage of the Faculty of Nursing & Midwifery, the School is the largest provider of postgraduate education to nurses and midwives.

During the year, 740 nurses and midwives registered as RCSI nursing and midwifery students across a wide range of diverse clinical specialties. Focused solely on postgraduate education, the School of Nursing and Midwifery works closely with key stakeholders to ensure that the programmes it delivers are responsive to the ever-changing health care arena, such that upon completion of its programmes, students are empowered to actively embrace the clinical and leadership demands faced in everyday clinical practice. The School of Nursing & Midwifery has long-established partnerships with large hospitals and health service agencies for the development and delivery of clinically focused education.

First Postgraduate Certificate in Nursing & Midwifery

In March 2014, the School commenced the country's first Post Graduate Certificate in Nursing/Midwifery (Applied Clinical and Professional Development). The programme was designed to provide a major contribution to the professional development of graduate nurses and midwives employed in the Irish health services. Fully funded by the HSE, it will be delivered to up to 1,000 graduate staff nurses and midwives nationwide. A Level 9 National Framework of Qualifications programme, it will be run over two years and will enhance interdisciplinary and collaborative practice by providing students with the opportunity to rotate in different clinical settings.

Informed by health care service needs, it

will provide graduates with an advanced level of knowledge and competence as well as serving as a platform for continuing professional development and for further postgraduate study. As part of a wider support structure, four tutors have been appointed to help students participating in the programme. They are: Anne Marie Burke, Bridget Murray, Maryam Husain and Niamh Rohan.

Research achievements

The School's active funded research agenda, in a range of clinically focused areas, is translated into its education programmes ensuring a solid evidence-based approach, in alignment with RCSI's overarching strategic objectives. Key achievements in the past year included the awarding of Cochrane Fellowships by the Health Research Board to Ms Emer Shanley and Ms Niamh Mclain, both of whom are engaged in exciting research into aspects of wound management.

Senior appointments

Professor Zena Moore was appointed Head of the School of Nursing & Midwifery in February, 2014. Her predecessor, Professor Seamus Cowman, has taken up the position of Head of RCSI School of Nursing in Bahrain. Professor Moore's primary objective is to build on the principles of collaborative education and training to expand the School's academic profile, while maintaining its uniqueness and remaining clearly focused on academic and clinical scholarship.

There were two further senior appointments:

- › Dr Tom O'Connor has been appointed Director of Academic Affairs and Deputy to the Head of the School of Nursing and Midwifery; and,
- › Dr Declan Patton has been appointed Director of Nursing & Midwifery Research.

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, Dr Jacinta Kelly; Ms Helen Walsh.



MSc Nursing graduates, Sinead Plunkett and Julie Day, at the November conferring ceremony

FACULTY OF SPORTS & EXERCISE MEDICINE, RCPI AND RCSI

The year from July 1, 2013 to June 30, 2014 has been a busy one for the Board, Committee and staff of the Faculty of Sports & Exercise Medicine (FSEM) with significant progress achieved across our key objectives: the promotion of a healthy and active lifestyle in the general population; the protection of the physical and mental health and wellbeing of all engaged in sports, exercise and physical activity and the provision of guidance and support to national sports medicine federations.

SpR Training Programme

The Faculty continues to progress development of its four-year Specialist Registrar (SpR) Training Programme. The programme has been approved by both the RCPI and RCSI and is now ready to progress to the next phase, submission to the HSE Medical and Education Training Unit and the Irish Medical Council.

Education

The FSEM held its Annual Scientific conference on Friday, September 20, 2013. The conference focused on "Exercise at the extremes of age" (childhood and adolescence, and middle and later life) and "Head & neck injuries

in sports", including facial, eye, dental, neck, ear, nose, and spine injuries.

The conference, which was officially opened by Senator Eamonn Coghlan, also featured presentations on exercise medicine and chronic illness, as well as an update lecture on anti-doping and supplements. Honorary Fellowships were awarded to Dr David McDonagh, University Hospital Trondheim, Norway and Professor Bengt Saltin, Professor of Human Physiology and a leading anti-doping expert.

The Faculty launched its Sports and Exercise Medicine Structured Educational Programme (SEMSEP) on November 30, 2013 in RCSI with the first of a series of four modules. The inaugural topic was Anti-Doping and Pharmacology, which drew a strong attendance of FSEM Fellows and Members, as well as medical practitioners in various specialties, physiotherapists and medical/physiotherapy students.

The series continued in Spring 2014 with three further modules. Concussion was the focus for the February 1, 2014 module, while the third module on March 8 covered two topics – Disability in Sports and Physical Activity for Health. The fourth and final module took place on May 17 and addressed the subject of the Mountain Environment and Mountain Rescue.

The Joint Diploma in Musculoskeletal Examination and Injury Management, run by the Irish College of General Practitioners and the Faculty of Sports Medicine, RCPI & RCSI, continues to grow, with a strong focus on learning outcomes and practice skills that meet general practice needs. Bone and joint disorders account for more than half of all chronic conditions in people over 50 years of age and are the most common cause of severe, long-term pain and disability. In Ireland, the average GP practice consists of almost 20 per cent musculoskeletal problems. This diploma course in musculoskeletal care, driven by learning outcomes and a strong emphasis on practice skills, is being offered to meet general practice needs in the future.

Standard Principles of Resuscitation and Trauma in Sport (SPoRTS) Immediate Care Course

Two series of very successful Standard Principles Of Resuscitation and Trauma in Sport (SPoRTS) Immediate Care Courses were held in November 2013 in RCSI and April 2014 in UCC. The courses are based on an approach where health care professionals from all levels and backgrounds train and learn together and these pre-hospital courses, for medics who do not deal with critical care situations every day, are designed to encourage this integrated training method.



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



Irish athletics legend and former world record holder, Senator Eamonn Coghlan, opens the 10th Annual Scientific Conference of the Faculty of Sports and Exercise Medicine



Dr Keith Kennedy and Mr Declan O'Farrell demonstrate how to respond to an injured player at the SPoRTS Immediate Care Course held in RCSI in November 2013

International activities

The Faculty of Sports & Exercise Medicine is committed to the enhancement of links with our peer faculties and organisations abroad. We continue to maintain close contact with the Faculty of Sports & Exercise Medicine (UK), the intercollegiate faculty of the Royal College of Physicians of London and the Royal College of Surgeons of Edinburgh. The Faculty is a committed affiliate of Fédération Internationale de Médecine du Sport and the European Federation of Sports Medicine Associations (EFSMA).

Research

Our research agenda is driven by our Board Members, who publish in a range of areas such as paediatric medicine, anatomy and physiology.

Inaugural Spring Study Day

The FSEM Inaugural Spring Study Day took place on April 29, 2014 in RCSI. The strong line-up of speakers on the day included Dr Peter Brukner and Professor Karim Khan, two of our Honorary Fellows. The other distinguished speakers included our Chairman, Dr Nicholas Mahony, Dr Eanna Falvey and Dr Andrew Franklyn-Miller.

Nearly 200 delegates attended this event, which was split into an afternoon session for the undergraduates, and an

evening session dedicated to medical practitioners, physiotherapists, athletic trainers and other allied healthcare professionals with an interest in Sports and Exercise Medicine.

Journal Clubs

The Faculty has initiated a network of Journal Clubs that will discuss the literature and latest developments in sports and exercise medicine. It is intended that the Clubs will be located around Ireland to help expand knowledge and awareness of sports and exercise medicine on a nationwide basis. Clubs are already established in Dublin, Cork and Galway. The first Northern Ireland Journal Club event has also been announced.

Appointment of new Dean

Dr Padraig Sheeran has been appointed Dean of the Faculty of Sports and Exercise Medicine. Dr Sheeran is a Consultant in Anaesthesia and Intensive Care in Our Lady's Children's Hospital, Crumlin, Dublin and a Board Member of FSEM. He succeeds Dr Joseph Cummiskey, who has successfully led the development of the Faculty and encouraged a broader awareness of sports and exercise medicine-related issues during his period as Dean.

Faculty Board

Dr Padraig Sheeran, Dean; Professor W. Arthur Tanner, Vice-Dean; Dr Suzi

Clarke, Honorary Secretary; Dr Martin Daly, Honorary Treasurer; Professor John Crowe, RCPI President ex officio; Professor N. G. McElvaney, RCPI Council Representative; Dr Diarmuid O'Shea, RCPI Representative; Professor Patrick Broe, RCSI President ex officio; Mr Frank McManus, RCSI Council Representative; Mr Paddy Kenny, RCSI Representative; Dr Rod McLoughlin, Irish Institute of Sport Representative; Lt Col. Tim Swan and Professor Rod Jaques (Alternate), FSEM (UK) Representatives; Board Members: Dr Alan Byrne, Dr Joseph Cummiskey, Dr Michael Griffin, Dr Pat O'Neill, Dr Eanna Falvey, Dr Nicholas Mahony, Professor Michael G Molloy, Professor John Ryan, and Dr Michael Webb.

The conference focused on "Exercise at the extremes of age" and "Head & neck injuries in sports".

IRISH INSTITUTE OF PHARMACY



Pictured are IIOF staff members (l-r) Hugh Carroll, Sonya Saénz Saralegui, Dr Catriona Bradley, Aisling Reast and James O'Hagan

In 2011 RCSI was appointed by the Pharmaceutical Society of Ireland (PSI), the pharmacy regulator, as the operational body for the Irish Institute of Pharmacy (IIOF). The Institute was formally launched by An Taoiseach Enda Kenny in Dublin Castle in February 2012. In August 2013, the Institute was established in RCSI, with its offices located in Textile House. A Steering Group, involving a cross-section of stakeholders, was appointed to oversee the

management of the Institute and held its first meeting in October 2013.

The IIOF is an important development for the pharmacy profession. Its role is to oversee the management and delivery of a continuing professional development (CPD) system for pharmacists in Ireland and to support the development of pharmacy practice in Ireland in line with international best practice and evolving healthcare needs.



Dr Catriona Bradley, Executive Director, Irish Institute of Pharmacy

The primary focus of the IIOF during its first year was to develop support structures and systems to facilitate the engagement in CPD by pharmacists.



The primary focus of the IIOp during its first year was to develop support structures and systems to facilitate the engagement in CPD by pharmacists. A central resource in this regard is the IIOp website – www.iioop.ie – which was launched in March 2014. All pharmacists registered with the PSI received login details which will, over time, provide them with access to an increasing range of online learning resources and an e-portfolio which will enable them to document their CPD. Over the coming years the Institute will also facilitate a system of CPD portfolio review.

A key aspect of the Institute's work is facilitating peer support within the profession. A team of 36 peer-support pharmacists were recruited and came together in February for two days of training. These pharmacists will help engage their peers in the new CPD system and will serve as a conduit of communication between pharmacists and the IIOp.

Between April and June, 29 pharmacist information events were delivered nationwide, providing information to almost 1000 pharmacists on the new CPD system and the role of the Institute of Pharmacy. This work will be continued through a further 30 information events in the autumn of 2014.

Over the year a number of positions were recruited to support the administration of the Institute, with roles being filled by a combination of RCSI internal and external appointments. In March, the newly appointed Executive Director, Dr Catriona Bradley, delivered an inaugural address in RCSI at a reception hosted by the CEO of the College. Dr Bradley outlined the important role that the Institute had to play in enabling the pharmacy profession to meet the challenges of the future. She also emphasised the importance of collaboration, both within the profession and with colleagues in other healthcare professions, in the pursuit of improved patient outcomes.

A key aspect of the Institute's work is facilitating peer support within the profession.

RCSI
INTERNATIONAL





In 2013-2014, RCSI continued to deliver premium medical and healthcare education programmes in the Middle East and Asia from its international campus locations in Bahrain, Malaysia and Dubai.

RCSI INTERNATIONAL

RCSI BAHRAIN

The past year has seen RCSI Bahrain further advance its five-year strategic plan (2013-2017) based on the College's Noble Purpose and the commitment to deliver higher education in healthcare to the most rigorous international standards. The university also supports the aim of the Higher Education Council in Bahrain, which envisions the establishment of Bahrain as an educational hub.

Teaching and Learning

A Student Academic and Regulatory Affairs office, responsible for student registration, examination and academic support, was set up. A Professional Development Unit was also opened to assist staff reach their full potential and develop collective excellence. Awards were introduced for RCSI Bahrain medicine and nursing staff who teach students during clinical placement.

Teaching and Learning Highlights

- › PDP (personal development planning) completed for all staff.
- › At June 2014 conferring, more than 240 candidates graduated with degrees and Masters. In all, 81 candidates from 15 different countries were conferred with Degrees in Medicine. There were 135 degrees in Nursing and 26 Masters Graduates. Of the total number of graduates, 186 were from Bahrain.
- › Medical Commencement Programme revised and accredited by NUI.
- › Centre for Student Success established to provide students with a wide range of services, programmes and activities to enhance academic performance, engagement and personal and professional development.
- › Affiliation with GHLO (Global Health Learning Opportunities) and GEMex increased potential elective sites by over 50.
- › A Career Symposium for School of Medicine (SOM) students was held in February 2014 with the participation of international and local faculty.
- › A Skin Diseases symposium, organised by SOM students, was held in April 2014.

- › An Academic Director of Careers was appointed.
- › Canadian federal authorities designated RCSI Bahrain as an eligible institution for student financial assistance purposes.
- › Medical graduates undertaking internships in RCSI Bahrain achieved a pass rate of 100% in the most recent exam licensed by the National Health Regulatory Authority in Bahrain.

Research

- › The focus is on research areas relevant to the region – cardiovascular, diabetes, oncology and blood disorders. In the last year, the university had 26 research publications in peer reviewed journals – seven of these included undergraduate students as co-authors.
- › Several key research collaborations have been established.
- › RCSI Bahrain, King Saud University, Riyadh and Harvard University established a major diabetes prevention trial in the Middle East, the Saudi Diabetes Prevention Trial. A \$200,000 seed grant for this project from the Dubai Harvard Foundation for Medical Research is the first external research grant to RCSI Bahrain.

- › SBI Pharma, a Japanese company producing the food supplement, 5 aminolevulinic acid, is working with King Hamad University Hospital and RCSI Bahrain under the direction of Professor Martin Corbally in researching use of the compound in photodynamic diagnosis, photodynamic therapy and screening of various cancers.
- › Protocols established for a research fund in collaboration with Arabian Gulf University.

Community Engagement and Service

A two-year pilot project, in collaboration with the Bahrain Diabetes Society, has seen more than 900 primary school students educated on the role of healthy eating and lifestyle in preventing Type II diabetes. Its success has led to the announcement that the project will continue from September 2015. In partnership with the Ministry of Education, the university launched a health awareness awards competition for secondary schools and expanded its international student placement reach to include Vietnam. Other collaborations included participation by two staff and five students in an Action Ireland project in Lesotho and one staff member and two students also travelled to carry out charity work in Vietnam.



Graduates at the June 2014 RCSI Bahrain June conferring pictured with incoming President of RCSI, Mr Declan Magee (centre)

Student facility investment

A US\$700,000 investment in the construction of a football pitch and a revamp of existing sports facilities was announced.

New appointments

Professor Seamus Cowman joined RCSI Bahrain as Head of School of Nursing. The first Professor and Head of Nursing in RCSI Dublin in 1998, he has more than 30 years' nursing experience as a clinical nurse, nurse manager, educator and researcher.

Professor John Fennell joined RCSI Bahrain as Professor and Chairman of the Department of Medicine. From 1985, John worked at St. Columcille's Hospital, Dublin. In 1999, he was appointed General Physician at St Vincent's Hospital, Dublin.

Professor Joe McMenamin was appointed Vice President for Academic Affairs, RCSI Bahrain. In March 2010, he joined the university as Professor and Chairman of the Department of Paediatrics becoming Head of School of Medicine in 2012, a role he retains.

Mr Stephen Harrison Mirfield was appointed Chief Operating Officer, RCSI Bahrain. Stephen has over 16 years' experience in HR, technology, and finance, including working with KPMG as Head of Central Services in Saudi Arabia.

Professor Sameer Ootom was appointed President, RCSI Bahrain. Professor Ootom has been a central figure in establishing the

university, serving in the roles of Professor of Clinical Pharmacology and Dean and Vice President of Academic Affairs.

PERDANA UNIVERSITY, RCSI SCHOOL OF MEDICINE, MALAYSIA

Perdana University RCSI (PU-RCSI) commenced its third academic year in September 2013. Offering a five-year undergraduate medical education programme and training relevant to the national needs in Malaysia, the curriculum is designed to ensure that students develop a balanced perspective of domiciliary, community and hospital care, and a sound knowledge of the principles of the science and art of medicine.

Teaching and Learning

PU-RCSI student enrolment has progressed steadily with 65 students enrolled for Class 2016, 67 for Class 2017 and 72 for Class 2018.

PU-RCSI students have distinguished themselves during the Junior Cycle 1-3 and Intermediate Cycle 1 examinations in both academic years, with an outstanding performance in the 2012-2013 academic year of 36 first class honours overall in the Class of 2017 (out of a total of 70 students); and 16 first class honours overall in the Class of 2016 (out of a total of 66 students).

White Coat ceremony

Medals for academic excellence and performance in assessments were awarded to three Junior Cycle PU-RCSI students at the PU-RCSI White Coat Ceremony in February 2014. The programme featured a number of inaugural lectures and keynote addresses from distinguished speakers including: Professor Dr Sabariah Abdul Rahman, Consultant Pathologist, University Teknologi Mara, Sungai Buloh and Dr Christopher Lee, Director of Hospital Sungai Buloh.

Clinical rotations

The PU-RCSI clinical rotations began on January 20, 2014. The six-week Medicine programme included rotations in Internal Medicine, Medicine for the Elderly, Neurology and General Surgery in Hospital KL. The six-week Surgery programme comprised rotations in General Surgery in Hospital KL and Breast & Endocrine Surgery and Orthopaedic

Surgery in Hospital Putrajaya. Six-week Student-Selected Component rotations were provided in the Perdana University campus. The inaugural Intermediate Cycle 3 students achieved excellent end-of-semester examination results – 64 out of the 65 students were successful in the history-taking OSCE.

Quality improvement

PU-RCSI is committed to continual enhancement of its teaching and learning programme for staff and students. A Quality Assurance Committee, comprising representatives of PU Management, PU-RCSI Faculty and PU-RCSI's Student Representatives, and two External Members in active clinical practice was established in 2012. This committee, chaired by the Dean, coordinated the visit of RCSI's Quality Enhancement Peer Review Group in December 2013. A Quality Enhancement Plan was initiated following this visit.

Irish Medical Council accreditation visit

The third Irish Medical Council accreditation visit to Perdana University took place on March 12 and 13, 2014. The Team commended PU-RCSI on the obvious progress made in the last year, especially in implementing the recommendations made by the Medical Council Team in February 2013. This was particularly evident in: the number of staff appointments; the development of the clinical teaching programme and placements; and the teaching and learning opportunities now available at Hospital Kuala Lumpur. The Team had very positive meetings with all of the students. The Medical Council will continue to monitor PU-RCSI and a revisit may be scheduled for no later than February 2016, subject to interim monitoring and a possible re-inspection before that date.

Research

The designation of Perdana University as a 'Research Institute' and consequent access to Ministry of Higher Education (MOHE) research funding was a significant advance for the University. The first MOHE grant was awarded to a member of PU-RCSI academic staff during the 2013-14 academic year.

Perdana University RCSI Faculty has developed research links with other Malaysian Universities including Universiti Putra Malaysia and the Malaysian Agricultural Research and Development Institute. Perdana University Institutional



Professor Sameer Ootom
appointed President of
RCSI Bahrain

Review Board is a collaborative group, involving Perdana University, Perdana University Graduate School of Medicine and PU-RCSI, which develops and implements policies and procedures governing the ethical conduct of research at the university.

Appointments

Professor Anthony Cunningham completes his term as Foundation Dean in July 2014. He will be succeeded by Professor David Adams who, as RCSI Lead in Surgery, participated in the establishment of the PU-RCSI Clinical Programmes.

PENANG MEDICAL COLLEGE, MALAYSIA

The past year has seen new appointments amongst the senior management of Penang Medical College (PMC). In October 2013, PMC announced its third President, Professor Amir S Khir. Professor Khir has been with PMC since 1999, having held the position of the College's Dean since 2004. A professor specialising in General Medicine and Endocrinology, he is also involved in research in the field of endocrinology, diabetes and metabolism. Professor Kevin Nolan joined PMC in February 2014 as the Vice President of the College. His previous position as Foundation Head of the School of Postgraduate Studies at RCSI in Dublin is invaluable for the new postgraduate programmes that are being launched at the College.

With the arrival of Mr Michael Chua as Chief Operating Officer in June 2014, PMC has seen a flurry of activities, with upgrading of facilities and working systems. His vast experience includes being CEO of medical centres and director of marketing consultancies, which will be instrumental in PMC's growth.

PMC has continued to expand its collaboration with international parties. On the 4th of December 2013, PMC received a delegation from the Kuwaiti Government. Among the visitors representatives were from the Ministry of Higher Education and Ministry of Health. The positive feedback from the delegates pointed to Kuwait being keen on sending their students to PMC in the future.

In March, PMC co-organised a three-day symposium in remembrance of Penang-born plague fighter Dr Wu Lien-Teh



New intake of students at Perdana University - RCSI School of Medicine pictured with academic staff in September 2013

(1879-1960). PMC held an international symposium titled "Global Health Challenges — Infectious Diseases in the New Millennium". Close to 100 medical practitioners from the northern region as well as China attended the symposium. A 150kg bronze bust of Dr Wu was donated by the First Affiliated Hospital of Harbin Medical University in China to Penang Medical College to commemorate the event.

The Malaysian Cochrane Network, an approved branch of the Australasian Cochrane Centre, was officially launched on 28th May 2014. The Network is based at Penang Medical College and includes several sites around Malaysia, namely Melaka Manipal Medical College, Ministry of Health, Universiti Malaya, and Universiti Sains Malaysia. The Network is convened by Professor Jacqueline Ho, PMC's Head of Paediatrics and long-time Cochrane member.

New academic programmes launched included the College's first postgraduate programme, the Master of Science degree in Health Research, in collaboration with RCSI. Commencing on 28th June 2014, this two year postgraduate degree is aimed at medical, health and social science graduates in Malaysia and adjoining countries with an interest in health research.

PMC held its first annual Research & Education Day on 20th June 2014. In addition to presentations by students and staff, a distinguished guest lecture was delivered by Professor Hannah

McGee, Dean of Faculty of Medicine and Health Sciences, RCSI who discussed opportunities for bridge-building between PMC and Dublin in research areas of mutual interest.

A major development for student recruitment was PMC's announcement in January 2014 of its recognition of the Unified Examination Certificate (UEC) as an admission qualification. UEC is the school-leaving examinations carried out at Malaysian Independent Chinese Secondary Schools. This opened up a large segment of the market for student recruitment for PMC.

In the past year, PMC has increased its participation in public programmes and marketing activities, enhancing its visibility and the public's awareness of its medical programme. More intensive efforts are being made, with advertising campaigns and rebranding exercise planned for the next intake season. It has also started streamlining its administrative processes for increased efficiency and effectiveness.

RCSI DUBAI

RCSI Dubai goes from strength to strength, providing the College with an important campus in a rapidly developing environment. Established by the RCSI Institute of Leadership in 2005, RCSI Dubai provides three MSc degrees in Dubai and plans are in place to expand the offerings to include programmes on Women in Leadership and also a new MSc degree in Executive Leadership. This year saw RCSI Dubai relocate into the iconic Sheikh



RCSI Dubai's new location in Dubai Healthcare City



Prizewinners at the 14th annual conferring ceremony at Penang Medical College Malaysia

Mohammed Bin Rashid Academic Medical Centre in Dubai Healthcare City.

MSc in Leadership in Health Professions Education in the UAE

The Institute commenced its new MSc in Leadership in Health Professions Education in the United Arab Emirates in October 2014. Delivered in partnership with the University of Sharjah, this program is designed specifically for health profession educators, residency program directors and healthcare leaders. The program supports participants in becoming effective teachers, mentors, supervisors and educational leaders. It has double accreditation status, being accredited by the National University of Ireland and the United Arab Emirates Commission for Academic Accreditation on behalf of the Ministry of Higher Education & Scientific Research. The unique feature of the programme is that, in addition to developing the knowledge and skills of participants in relation to education and assessment, the participants are provided with the opportunity to develop their leadership capabilities.

"Investing in Human Capital": RCSI Alumni Conference

The successful Alumni Conference, "Investing in Human Capital", was a two-day event that took place in April 2014 in Dubai Healthcare City. The conference aimed to build on engagement with the College's alumni community. The conference was opened by Dr Mohammed Al Redha, Chairperson of the RCSI UAE Alumni Chapter and featured a strong line-up of speakers. The first talk, titled

"Educating Healthcare Leaders to Make a Difference Worldwide" was presented by Professor Ciaran O'Boyle, Director of the Institute of Leadership. Professor O'Boyle focused on issues such as the changing nature of healthcare, models of human nature and leadership and the emerging nature of 'thinking organisations'. Other distinguished contributors included:

- › Professor David Whitford, Head of School of Postgraduate Studies and Research, and Professor of Family and Community Medicine, at RCSI Bahrain, who gave a presentation entitled "Research and Postgraduate Opportunities in Healthcare";
- › Mr Colm McLoughlin, Executive Vice Chairman of Dubai Duty Free (DDF), who gave an insightful talk on leadership in the context of the development of DDF;
- › Dr Alice McGarvey, Vice Dean for Career Development in RCSI, who delivered a presentation on the roll-out of the new mentor network for RCSI medical students;
- › Dr Mary Collins, Senior Executive Development Specialist with RCSI Institute of Leadership, who got the questions flowing with her presentation on "Leading and Managing Generation Y";
- › Dr Farhad Kheradmand Aljanahi, a Specialist Urologist and Transplant Surgeon at Dubai Hospital and an RCSI Alumnus, who spoke about

leadership in the context of setting up a kidney transplant programme in Dubai Hospital;

- › Dr Amer Sharif, Managing Director of Education at Dubai Healthcare City, and another RCSI Alumnus, who gave a thought-provoking keynote lecture on "Leadership for Career Development in Healthcare – the UAE perspective"; and,
- › Dr Mary Collins and Dr Pauline Connolly, who presented a practical seminar on "Leading Self and Others". Its in-depth focus on Myers Brigg Typology Inventory (MBTI) personality indicators and Belbin's team roles gave delegates food for thought.

Senior Appointment

Dr Pauline Connolly joined the Institute of Leadership in Dubai in January 2014 as a Senior Lecturer/Programme Director, coming from the Department of Jobs, Enterprise and Innovation, where she held a senior management role. A trained Workplace Mediator, Dr Connolly is a fellow of the Chartered Institute of Personnel and Development and has been extensively involved in executive education both in Ireland and internationally.

RCSI PEOPLE





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STAFF DEVELOPMENT

The 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 July 1, 2013 to June 30, 2014 has been one of intense activity for RCSI's HR Department driven by a commitment to investing in and developing people.

The last 12 months has seen the establishment of a comprehensive learning and development programme across the College including the formulation of a leadership development programme; significant developmental work on a Human Resources Strategy for Researchers (HRS4R); the promotion of awareness, and successful delivery, of multiple RCSI overseas opportunities; and the further enhancement of HR's accessibility to students.

A comprehensive Learning and Development programme is now up and running and is being improved and added to on an ongoing basis. We now have high quality offerings in a number of core areas, including Project Management, Customer Service and Management Development, each of which support the RCSI strategy, and, in particular, the commitment to enhanced organisational capabilities.

A comprehensive Learning and Development programme is now up and running.

New HR/Payroll System

The new Core system has been implemented across the organisation providing significant improvement in the efficiencies of the HR process and HR metrics. Through the self-service Core Portal, employees are now enabled to access a complete view of their personal details online. In addition, the Portal facilitates tracking of annual and other types of leave online, an innovative capability, not previously available. Through implementation of the Core system, the existing recruitment process has been overhauled and transformed, and is now administered end-to-end online, making it possible for RCSI to track a range of key recruitment metrics.

Development of HRS4R

There has been considerable progress in the development of HRS4R through a detailed Gap Analysis and Action Plan developed in Q1, 2014 in compliance with EC Guidelines and directed by a Steering Committee consisting of staff from the Research Office, Human Resources and the Research Community. As part of the HRS4R Gap analysis (a rigorous study with the objective of identifying policy gaps), a systematic assessment of current RCSI policies and practices in relation to the EC's European Charter and Code principles for Researchers was completed in Q4, 2013. A fundamental element in the HRS4R Action plan – a comprehensive RCSI Statement

on Research Integrity – was drafted in the early part of 2014 and communicated in May.

Learning and Development initiatives

As part of an intensified focus on the definition, design and implementation of an employee-focused strategy that realises the full potential of staff, a new Learning and Development (L&D) Programme has been implemented within HR. The development of an L&D strategy has gained added impetus with the appointment of a dedicated L&D Manager, Catriona Campbell.

Online video-based tutorials on a wide variety of topics have been made available to all staff and students via Lynda.com. Almost 500 RCSI staff/students now have Lynda.com accounts and over 450 hours of training have been taken.

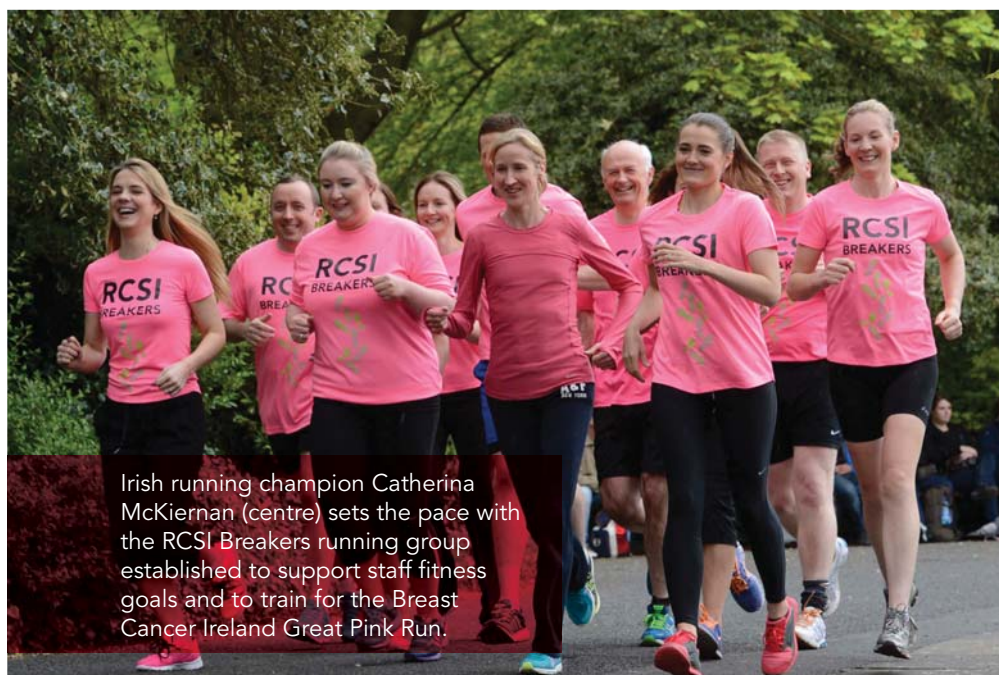
A Professional Development Planning process was rolled out across the organisation in 2013. This process enables staff, with their line managers, to identify individual goals that will contribute to the overall RCSI strategy. This process will establish the development needs of staff and, accordingly, L&D will be able to put focused development solutions in place. L&D has initiated and maintained a process to access feedback from staff to refine/improve the PDP process into 2014.



Mr Barry Holmes
Director of Human Resources



Enda Kyne was appointed Director of IT and Technology Transformation



Irish running champion Catherina McKiernan (centre) sets the pace with the RCSI Breakers running group established to support staff fitness goals and to train for the Breast Cancer Ireland Great Pink Run.

A central view of all professional development opportunities for staff is now available on the staff portal along with an online enrolment facility. An Employee Assistance Programme has been established to provide additional support to RCSI staff dealing with any issues, personal or professional, affecting their health and wellbeing at work.

Over €200,000 has been invested in staff L&D in the year to June 2014.

In keeping with HR's primary support function and its status as the default 'go to' part of the organisation for staff and students alike, the physical deployment of HR Offices at 121 St. Stephen's Green, has been reconfigured to facilitate optimum accessibility.

International Mobility

A key challenge within the HR environment is the alignment of outstanding talent with exciting career opportunities available across the global network of RCSI campuses. The HR Department is continually developing and evolving its processes and systems to enhance efficiencies in finding optimum recruitment solutions and has had particular success in the last 12 months. Key steps through Q1 and Q2, 2014 included:

- › meetings with Clinical Leads and Heads of Departments;
- › the identification of innovative initiatives to encourage take up of international opportunities;
- › the exploration, through consultation with staff, of potential to enhance supports for international mobility;
- › identification of those who are interested in working abroad; and,
- › study of leading peer institutions' strategies to assist international mobility.

Senior Appointment

Enda Kyne was appointed Director of IT and Technology Transformation, a role in which he will lead the transformative deployment of technology to drive an organisational IT framework that is agile, responsive and pivotal in facilitating the College-wide implementation of Growth and Excellence, RCSI's Strategic Plan 2013-2017.

Sports and Social

Members of RCSI Breakers, the running group established to support staff fitness goals, while helping participants to get to know their colleagues better, are preparing for the Great Pink Run, a fundraiser for Breast Cancer Ireland taking place in August 2014. The

College provided funding for the running programme and professional training was provided by Spectrum Health.

The RCSI Sports & Social Club continues to be highly active with a wide range of activities including the staff Summer BBQ which took place in July 2013 with a packed attendance.



Pictured are the winners of the 2013 Dean's Awards, which acknowledge the diverse and essential contributions of RCSI staff, (l-r) Deirdre Hyland, Clinical Research Centre and Professor Aidan Bradford, Physiology & Medical Physics.

STUDENT ACHIEVEMENTS

An outstanding student experience inspires our students as the future world leading healthcare providers and innovators. RCSI students are involved in a wealth of extra-curricular activities, with highlights during the year including the International Conference for Healthcare and Medical Students (ICHAMS), launch of the 7th edition of the RCSI Student Medical Journal (RCSImj) and International Night. There is also a busy schedule of activities organised by Societies and Clubs, including a range of events that celebrate the international diversity at RCSI.

RCSI students have been highly active in volunteering and charitable initiatives. This year RCSI students raised more than €33,000 for a host of worthy causes and charities, as well as volunteering their time to assist in many of the College's outreach programmes.



Kimran Sidhu from the USA pictured at International Night



ICHAMS wins Student Project of the Year in the 2013 Irish Healthcare Awards



Undergraduate Award winner Joseph Sweeney with his supervisors Professor Fergal O'Brien and Dr Orlaith Brennan

International Conference for Healthcare and Medical Students (ICHAMS)

The 3rd International Conference for Healthcare and Medical Students (ICHAMS) was held over two days in October 2013. The innovative, student-driven event was winner of the Student Project of the Year in the 2013 Irish Healthcare Awards. Students from around the world attended the event, including undergraduates from the United States, Sri Lanka, the Ivory Coast, the United Arab Emirates and the United Kingdom.

Undergraduate Awards

In November, Joseph Sweeney was awarded the winning prize in the 2013 Undergraduate Awards Medical Sciences category for research carried out during his pharmacy degree. The awards recognise top students across the globe through their innovative undergraduate research. A further six from RCSI were highly commended in the Medical Sciences category for their undergraduate pharmacy research: Linda Connolly, Shane Cullen, Aoife Higgins, Martin Lanigan, Joanne O'Dwyer, and Owen Sullivan.

Student clubs and societies highlights

RCSI has more than 60 student-led clubs and societies offering students valuable opportunities to meet people with similar interests. Sport is an integral part of student life at RCSI, and there are more than 30 active sports clubs, giving students the opportunity to balance academic study with a wide range of sporting activities.

The RCSI Caribbean-African Society (CAS) ran its annual 'Chocolate Ball' in October 2013 which raises vital funds for charitable causes with this year's charity of choice being the Ugandan Rainwater Project. The Society later presented a cheque for €4,000 to Professor Kevin McGuigan, Director of the Solar Disinfection Project.

In March, the Exam Hall was transformed into an epicurean paradise for the Gourmet Society's annual International Food Night, a major event in this year's Cultural Diversity Month.

Boston Marathon

The 118th Boston Marathon took place in April with nine RCSI students and two

graduates among the 32,000 runners competing in this most prestigious road race. RCSI's participation in the event is facilitated by Dr John V Coyle (RCSI Class of 1962), a serving member of the Boston Athletic Association.

International Night

In March 2014, International Night, one of the most highly anticipated events in the College's calendar took place at the Mansion House, Dublin. The event showcases the impressive cultural diversity and wide range of talents of the RCSI student body. The winner of International Night 2014 was the Malaysian student society, PMCSA, who were awarded the coveted Parnell Keeling Trophy.

The event showcases the impressive cultural diversity and wide range of talents of the RCSI student body.

ALUMNI ACTIVITIES

RCSI's 20,000-strong global community of Alumni across 70 countries is not just a rich network of professionals with a common bond, but also a rich resource of professional expertise and life experience. In the past year, RCSI began a new chapter in its engagement with that global network via an extremely successful celebration weekend held as part of The Gathering and the launch of an online Alumni Mentor Network.



Pictured at the RCSI Gathering Gala Dinner were (l-r) Dr Hwa Foo, Class of 93, Dr Meena Kandiaff, Class of 93, Dr Bu O'Brien, Class of 93, Dr John Sheehan, Class of 98, Dr Muirín Tempany, Class of 94, and Dr Siobhan Lynam, Class of 93.

RCSI Gathering 2013

The second weekend in September is always notable as the occasion of the annual Alumni celebration weekend but in 2013 it was even more memorable than usual as RCSI decided to celebrate its Alumni Weekend as part of The Gathering. There was a phenomenal response with more than 500 Alumni attending a much-expanded weekend of activities.

The event provided an exciting opportunity for RCSI Alumni as well as academic and administrative staff in the disciplines of medicine, physiotherapy, pharmacy and surgery, to meet face-to-face, discuss topics of shared interest, exchange ideas, gain new knowledge, engage with peers and further develop professional networks.

The event strengthened RCSI's international network and its capability to provide ongoing support to graduates working locally and internationally. A diverse and energising experience, the success of the RCSI Gathering reflected RCSI's core strength, its people – past, present and future.



Gillian Sheehan, Siobhan Wallace and Yinka Lambo at the International Higher Education Forum: New Horizons for Ireland which took place as part of the RCSI Gathering

The opening celebration took place at The Convention Centre, Dublin, on Thursday, September 12. Alumni and staff of the College attended an evening of entertainment provided by talented RCSI students and a set from one of Ireland's most successful comedians, Dara Ó Briain.

As part of the weekend, the RCSI Classes of 1953, 1963, 1968, 1973, 1978, 1983, 1988, 1993 and 2003 celebrated special reunions. A Golden Jubilee Lunch was held for the Classes of 1953 and 1963 on Friday, September 13, in the Boardroom at RCSI.

The International Higher Education Forum: New Horizons for Ireland, held on Friday, September 13, at RCSI, was a focal point of RCSI's Gathering and was attended by a distinguished assembly of healthcare professionals in medicine, surgery, physiotherapy, pharmacy, nursing and medical research from around the globe.

Alumni Mentor Network

RCSI began a new chapter in its worldwide engagement with Alumni with the development of the Alumni Mentor Network by the College's Department of Student, Academic and Regulatory Affairs. The network is an interactive portal that links Alumni and students, and has the potential to bring online mentorship to a new level of effectiveness combining global reach with a precise, career opportunity-specific focus.

The network was initially the brainchild of Dr Alice McGarvey, Vice-Dean for Student Career Development, who, from

the beginning, spearheaded the initiative and guided the work of the IT team that designed the portal. Her pioneering work has been continued by Ms Fionnuala Rahilly, Career Development Manager, Department of Student, Academic and Regulatory Affairs.

The Alumni Mentor Network enables us to begin to realise the potential of that community, using the power of the mentorship relationship to harness a wealth of knowledge for the benefit of students and Alumni alike.

Strengthening connections

In addition to the development of the online Alumni Mentor Network, the College continues to strengthen its connections with Fellows and Members worldwide through its publications, including:

- › The Surgeon, a peer-reviewed academic journal, produced by leading science publisher Elsevier six times a year in collaboration with the Royal College of Surgeons in Edinburgh;
- › Surgical Bulletin, a monthly ezine designed to keep Fellows and Members fully informed on all developments in RCSI associated with their profession; and,
- › Surgical Scope, the magazine for Fellows and Members of the RCSI, which is published three times per year and features comment and opinion from leading professionals, plus reviews and reports on subjects relevant to surgeons at all career levels.

RCSI 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.

COMMUNITY INITIATIVES IN IRELAND

REACH RCSI

REACH (Recreation Education And Community Health) RCSI, the community outreach and access programme of RCSI, was established in 2007 and continues to promote and support the participation of those from lower socio-economic groups in education and to promote lifelong health in the local community of South East Inner City Dublin.

The REACH RCSI Programme works closely with the following link DEIS (Delivering Equality of Opportunity in Schools) schools located in the Dublin 2 & 8 areas: Presentation Primary School, Warrenmount; St Enda's National School, Whitefriar Street; Sancta Maria Primary School; Presentation Secondary School, Warrenmount; CBS, Synge Street; and CBS Westland Row. Close links have also been established with several youth, community and sports groups in the local community.

"I felt the one to one teaching was great, making it much easier to understand and learn rather than in a large class."

Leaving Certificate Grinds Club Student



'See it, Do it' Biology Practical Programme



Taylor Freeman taking part in the 'Man vs. Machine' summer science workshop

Participants of this year's REACH RCSI Programme benefited from initiatives such as:

- › Free one to one tuition at Junior and Leaving Certificate Grinds Clubs
- › Bursary for College
- › Kiran Pathak Scholarship in Pharmacy
- › Guidance and support for CV preparation and college and grant applications
- › "See it, Do it" Biology Practical Programme
- › Career Talks and Mock Interviews
- › Foundation Year Electives with Primary School children from the Local Community
- › "Debating Science Issues" Competition – National Final hosted by RCSI February 2013
- › "Man versus Machine" Primary Science workshop in partnership with Aungier Street YMCA
- › Transition Year Access Programme
- › Ballroom of Romance 2013
- › Annual Sports Day at RCSI Sports Grounds
- › Senior Citizen's Christmas Lunch 2013
- › Summer Course for Primary School Teachers 2013
- › Free Health Checks provided annually by the staff at Mercer's Medical Centre.

Highlights of the year include the ongoing success of the REACH RCSI Grinds Club and the new "See it, Do it"

Biology Practical Programme held in RCSI throughout November 2013.

REACH RCSI Grinds Club

The REACH RCSI Grinds Club is an initiative which aims to provide free academic support to participants from the local community of Dublin's South East Inner City, who would otherwise be unable to access such support. An underpinning goal of the club is to provide a supportive, non-judgemental environment in which students can foster a positive view of education, become familiar with a third level setting and raise their educational aspirations.

The club takes place twice weekly in the Stephen's Green campus with RCSI staff and students volunteering their time to work one to one with a learner. Support is offered on a broad range of subjects at either Junior or Leaving Certificate level with additional support provided including career guidance, study skills, exam techniques, support with college and grant applications, mock interviews and oral work.

"See it, Do it" Biology Practical Programme

The "See it, Do it" Biology Series is a new initiative which aims to support the teaching of Leaving Certificate Biology in link schools by providing students with an



Dr. Jimmy Lyons, Consultant Anaesthetist, University Hospital Waterford demonstrates to Transition Year students at the Waterford RCSI TY MiniMed Programme



Pictured (l-r) is RCSI pharmacy student Claudia Looi and Michelle Flood, Lecturer at School of Pharmacy, RCSI giving a medicines consultation to Jean Brennan and Ann O'Brien, attendees at the RCSI MiniMed Open Lecture Series 'Brown Bag' event.



Anna Hulgrane from Ringsend, Dublin was one of 300 senior citizens who visited RCSI for the Ballroom of Romance, an annual entertainment evening held for senior citizens living in the catchment area of the College.

opportunity to get hands-on experience of the mandatory practical activities from the Leaving Certificate curriculum.

The participants worked in small groups in the RCSI laboratory, conducting each activity themselves guided by RCSI demonstrators. The series covered activities on the cardiovascular system, osmosis, qualitative food test, effects on plant germination, production of alcohol by yeast, DNA isolation from plant tissue and examining animal and plant cells with the light microscope.

It is hoped that in addition to the valuable hands-on experience of carrying out the experiments, students were able to take away a taste for a career in science as well as getting a real insight into life at college.

This collaborative initiative was led by the REACH RCSI Programme Manager, Maria Kelly and Cliona Lyes, RCSI Project worker, in partnership with Dr Maria Morgan, MCT and John O'Brien, Department of Anatomy. The project was further supported by RCSI student volunteer demonstrators.

Primary Science for Teachers Initiative
Primary school teachers from around

Ireland participated in the 'Come to Your Senses' summer course which took place in July 2013. The Primary Science for Teachers Initiative is a component of the REACH RCSI programme. The course

"Experiments are clearer now; I understand them a lot better"

"See it, Do it" Participant

uses the theme of the human senses to enable primary school teachers to develop their interest and enthusiasm for teaching science with direct relevance to the primary science curriculum for Social Environmental and Science Education (SESE).

PROMOTING SCIENCE, MEDICINE AND RESEARCH

Programmes to promote interest in research, medicine and science were run

throughout the year, attracting young and older people alike by making science fun, exciting 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 2013 to March 2014, with two lectures taking place at each session on a range of healthcare topics including stroke, nose-bleeds, gum disease, mental illness, wounds and generic medicines.

150 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. A further 120 Transition Year students from the South East took part in the Waterford RCSI TY MiniMed Programme at the HSE-RCSI Education Centre at Waterford Regional Hospital and at Waterford Institute of Technology.

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 strengthening of programmes, in Africa in particular, was seen in 2013/2014. The review and coordination of these diverse activities is under the auspices of RCSI OUTREACH, Committee for International Cooperation.

RCSI/COSECSA Collaboration Programme

RCSI's collaboration programme with COSECSA (The College of Surgeons of East, Central and Southern Africa) continued to grow its impact and range of activities, enabling COSECSA to respond to the dire lack of surgical manpower across its ten member countries. A wide variety of RCSI staff contribute to this collaboration in areas as diverse as finance, IT, marketing, strategic planning, examinations and more. The collaboration is generously funded by Irish Aid, who have recently agreed an extension of their support for the programme until 2017.

COSECSA now has over 250 surgical trainees, a vast expansion on previous years. The programme has put in place administrative tools and processes to smooth this expansion, and has facilitated the recruitment of staff, including an international standard Chief Executive Officer, Mr Francis Kaikumba. Further recruitment is underway in both Ireland and Africa, and programme of "twinning" RCSI and COSECSA staff holding similar positions has begun. The programme, with the support of the RCSI Institute of Leadership, has trained 238 surgical trainers through a series of courses across all ten countries and has now trained a cohort of master trainers in each of Ethiopia, Kenya, Tanzania, Uganda and Rwanda, who are now taking over the continued rollout of these courses.

RCSI is donating a mobile surgical skills unit to the RCSI/COSECSA collaboration. The Unit has been refurbished and

rebranded in preparation for its one-way trip to Africa this summer to host training courses in five countries in East Africa. The collaboration programme has also trained junior doctors in basic surgical techniques in Zimbabwe and is expanding this programme to Zambia and Rwanda. In collaboration with the World Health Organization and other partners, the programme is producing an open access e-learning tool, which will be used to up-skill junior doctors and clinical officers in basic surgical procedures across the developing world.

COSECSA now has over 250 surgical trainees, a vast expansion on previous years.

Other courses held by the collaboration programme include basic sciences courses and fellowship-level seminars as well as administration of the mandatory training courses on the only Africa-centric surgical e-learning platform. The programme continues to grow and support IT labs in surgical training hospitals across the region.

Health workers – research and training to meet local and global needs
Doctors, once trained, enter a global

market and in the past year, Irish doctors emigrated in large numbers because of attractive opportunities overseas. Foreign trained doctors, in turn, are taking up posts in Ireland that are unfilled by Irish doctors. Staff in the Department of Epidemiology and Public Health Medicine have continued to publish papers on foreign doctors in Ireland and have commenced a new HRB-funded research project on Irish Doctor Emigration, in collaboration with national stakeholders. 800 doctors, many who are likely to emigrate in the forthcoming year, agreed to participate in a June 2014 Medical Council survey to be "tracked" and surveyed by RCSI researchers in 2015. This will break new ground in global health workforce research.

Department staff, led by Professor Ruairí Brugha, are also working on projects that aim to retain and build capacity overseas. COST-Africa, a five year RCSI-led EU-funded randomised controlled trial in Malawi and Zambia, has been collecting data to evaluate the impact of training clinical officers to undertake major surgery in district hospitals. Professor Ronán Conroy is leading in developing teaching material and supporting colleagues in Penang Medical College, Malaysia in delivering research methods training modules. Department staff are delivering similar modules in Malawi, using technology enhanced learning, from which RCSI will gain much useful information on distance learning.

SODIS Uganda

Professor Kevin McGuigan's solar water



Mr Dermot O'Flynn, RCSI Institute of Leadership (bottom left) pictured with the COSESCA "Master Trainer" group in Kenya in June 2014.



Professor Kevin McGuigan and some of the pupils of Kabuyoga Primary School in Southern Uganda stand in front of their new 10,000L harvested rainwater tank which will be used to gather water for solar water disinfection (SODIS).

disinfection (SODIS) project based in rural primary schools in Southern Uganda has been completed. The study showed that:

- › introduction of SODIS in primary schools led to a reduction in average absenteeism rates from 1.9 days per term down to 0.2 days per term
- › 20-litre water cooler bottles are suitable for SODIS and are more convenient for meeting classroom needs
- › Harvested rainwater is much more amenable to SODIS than water from surface water sources such as open dug wells.

Additional funds donated by the Princess Haya Foundation and the RCSI Student Union Chocolate Ball provided each school with a 10,000 litre rainwater harvesting tank, each class with two 20-litre water cooler SODIS containers and each pupil with two 20-litre SODIS bottles. The rainwater harvesting tanks and SODIS bottles will ensure a steady supply of safe water for the pupils throughout the dry seasons.

Ethiopia

Work to establish a pilot study of solar water disinfection (SODIS) in primary schools in Tigray Province in Northern Ethiopia is at an advanced stage. Professor McGuigan has secured funds to complete the study. In April 2014, he visited the area as a guest of the Relief Society of Tigray NGO, to introduce the technique into a small number of schools in the area. The Tigray Federal Bureau of Health has invited Professor McGuigan to run a one-day workshop on SODIS in January 2015 in the University of Mekelle. The workshop will be given to 250 community health officers and community

nurses from the region.

Department of International Health and Tropical Medicine

The research work of the staff at the Department of International Health and Tropical Medicine focuses on developing and evaluating new vaccines for resource-poor countries, and on promoting and evaluating the use of scientific data to make good public policy. The Department has designed, led and

funding of vaccine trials in Europe. Malaria, while partly controllable with current tools, remains a mass killer disease. The Department has led the development and evaluation of the national malaria surveillance system in Gambia, in close partnership with NGOs and government agencies there, and funding from Irish Aid. The data, and lessons learned has already led to significant change in the control programmes activities.

In Ireland at present, 17 percent of the population were not born here. Funded by the HRB, RCSI has been investigating the systems and processes and policy guidelines about screening refugees and asylum seekers who have entered Ireland for infectious diseases, using funding. Some of these findings have influenced new screening guidelines. Each of the medical students and many postgraduate students in RCSI learn about tropical medicine and international health as an integrated compulsory component of their RCSI curriculum. It is popular

with many students who find meaning and motivation through their desire to serve sick people in an altruistic way: people who may not have had so much starting advantages in life, and who may have diverse challenging culture, language and life experiences. Overall, we have had a busy and productive year.

Professor Michael Earley
Chairman, RCSI OUTREACH,
Committee for International Cooperation

Introduction of SODIS in primary schools led to a reduction in average absenteeism rates from 1.9 days per term down to 0.2 days per term.

organised clinical trials to measure the safety, immunogenicity and effectiveness of vaccines, some based at RCSI's Clinical Research Centre in Beaumont, and some in The Gambia in west Africa, including first administration into man studies, for vaccines preventing Plasmodium falciparum malaria and for treatment of chronic hepatitis B, in collaborative teams including industry partners, and academic groups abroad. RCSI is a constituent member of the European Vaccine Initiative (EVI), the main research network for public

RCSI FINANCE





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

FINANCE

RCSI is a private, independent, not-for-profit, health sciences institution. It operates under a Royal Charter given by King George III in 1784 to the College for the governance of surgical training in Ireland. The Charter has subsequently been amended under Acts of the Oireachtas, through the Irish Parliament. Its activities have extended to include medical education through undergraduate and postgraduate programmes. The College is also designated as a statutory degree awarding body under Irish legislation. Its overall aim is to develop leaders in healthcare.

The College is a truly international organisation with its education and training activities spanning the three continents of Europe, Africa, and Asia and the Middle East. Its growth strategy over the last number of years sees RCSI now operating three medical schools overseas in Bahrain and Malaysia, with activities also in the United Arab Emirates. The surgical training arm of the College extends to supporting the College of Surgeons East, Central and Southern Africa (COSECSA), together with initiatives in Qatar and Jordan. Our current student base draws from over 60 countries, while our Alumni and Fellows work as healthcare leaders throughout the world.



Ms Jennifer Cullinane
Director of Finance

Funding Model

The College, as a private entity, creates its own future and has a financial strategy that endeavours to support this independence. Primarily, the College operates a self-funding financial model. The organisation must generate sufficient resources to cover both its current and capital funding requirements. It receives minimal state funding yet makes a significant annual contribution to the local economy. It is estimated that RCSI generates circa €20m annually through employment and other taxes, with an equivalent amount accruing from the multiplier effect of international students to the economy. It also contributes to the building of the reputation of Ireland as an international centre for education. Under the charitable taxation status held

by the College, all surpluses earned are reinvested to further its educational and research objectives.

The financial strategy must support the organisational strategy while ensuring disciplined financial stewardship of an international organisation. The organisational strategy – Growth & Excellence 2013 - 2017 – includes specific initiatives and investment plans to continually improve the delivery of quality education and research programmes, building strategic partnerships and enhancing our organisational capabilities.

The model is underpinned by a planning framework that supports both these objectives. The model must take

account of the point on the financial journey, the nature of the organisation and key challenges and risks to the environment. Certain boundaries must also be considered, including those set down under banking covenants. Debt to date has been an important enabler of growth but the current policy of debt reduction continues with investment plans being funded in the majority through the College's reserves. A level of caution is built into the financial planning processes to provide for the building of reserves to guard against the potential negative effects of the surrounding environment. Overall, we need to maintain robust financial management systems so that we remain competitive in the long term.

Activities

The main sources of revenue earned by the College are from those activities that are core to the organisation's mission – education programmes and research. It also generates a lesser but still valuable source of income from its endowment portfolio and fundraising activities. These reserves, together with funds raised through debt, provide the main source of financing for projects of a capital or working capital nature.

Compliance

From a financial reporting perspective, the international reach of the

organisation requires compliance under various accounting standards including International Financial Reporting Standards (IFRS), Irish Generally Accepted Accounting Principles (GAAP), US GAAP and Private Malaysian Reporting Standards.

FINANCIAL STRATEGY Support the organisational strategy while ensuring disciplined financial stewardship of an international institution

The governance of financial matters at the College is carried out through the Finance and Audit Committees, which report to Council.

Review of the Year to 30 September 2013

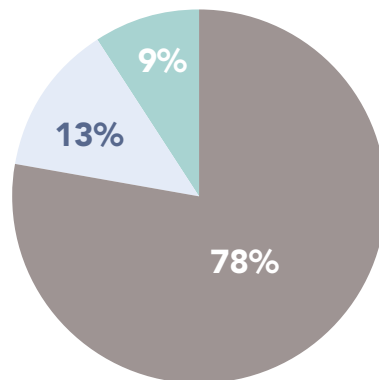
Overall in 2012/13, the organisation produced a solid financial performance. In the year, income grew by just over 2% together with a planned increase of 5% in the cost base, as outlined in the organisational strategic plan Growth & Excellence 2013 - 2017. This

strong performance contributed to the strengthening in the organisation's net asset value.

The management and staff of the organisation are the main contributors to the delivery of this performance.

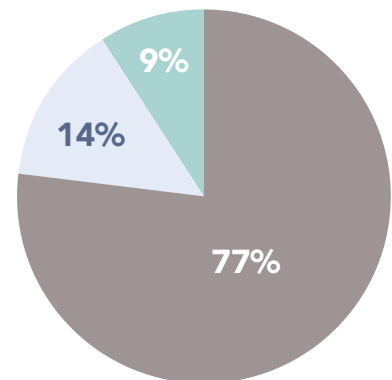
The dual strand process of income growth and effective cost management remains in place, to support the drive of continual improvement in the quality of the education and training programmes offered. This strategy has resulted in a steady improvement in the organisation's annual operating performance over the last number of years. The generation of surpluses is required to meet commitments under both the organisational strategy and debt servicing.

In the external environment, we saw the continuation of minimal inflation, historically low interest rates, limited liquidity in financial markets and volatility in some of the markets in which we operate. Discount rates rose, which had the benefit of reducing pension scheme liabilities and the reporting of a lower deficit at year end. A strong operating surplus of €27m at 21% of income was generated in the year, marginally down on the prior year level, as a result of the strategic plan investment programme.



Income 2013 (% of total)

- Education and Training
- Research
- Endowments & Fundraising



Income 2012 (% of total)

- Education and Training
- Research
- Endowments & Fundraising

Achievements

During the year a number of key activities were undertaken, which included:

- › We progressed the detailed design and funding plan for the €80m investment in a state-of-the-art education facility on our Irish campus, which is targeted to be open for the academic year 2016/17. We also supported the development of Education Centres for undergraduate teaching at Our Lady of Lourdes Hospital Drogheda (opening 2014) and St Luke's Hospital in Kilkenny (opening 2015).
- › We continued to work closely with our partners Dublin City University and National University of Ireland, Maynooth under the 3U Partnership, with the appointment of a Director of this collaboration. Work continued with our main teaching hospital, Beaumont Hospital in the area of Molecular Pathology translational research and services.
- › The pension funding plan approved by the Irish Pensions Board following the restructure of the defined benefit pension scheme, remained on track.
- › The College received a National Champion award under the European Business Awards for Growth Strategy (RSM Farrell Grants Sparks).

YEAR ENDED 30 SEPTEMBER 2013

	2013	2012
	€MILLIONS	€MILLIONS
INCOME & EXPENDITURE		
Income		
Core activities (Education, Research, Surgery)	117	115
Endowments & fundraising	12	11
Total income	129	126
Expenditure		
Operating costs	(102)	(97)
Operating surplus	27	29
Property impairment (net)	0	(3)
Pension gain/(loss)	11	(9)
Net gain for the year	38	17
Balance Sheet		
Net assets	88	50

We must retain a level of flexibility in our planning to be able to continually adapt to a changing environment.

Financial Highlights 2012/13

RCSI reported a strong financial performance in the year ended 30 September 2013 with over 2% growth in income reported on a turnover of €129m. This was achieved mainly through strong student recruitment levels, new initiatives including an accreditation project in Qatar and an improvement in the endowment portfolio earnings. Despite the marginal decrease in research income as a percentage of total income in the year, grant awards were in excess of €24m. Effective management of the cost base continued with a planned increase of 5% arising from the commencement of the investment programme as outlined in the strategic plan.

The key investment as a higher education institution service provider, was in the majority, in new staff involved in student focused activities. The College employed circa 850 full time equivalent staff, an increase of 5% over the prior year.

Each year we obtain annual independent valuations of the investment property and pension portfolios. In the year, there was no impairment of the property portfolio (2011/12: €3m). Given the prime location of these properties, we expect no further fall in their value with an eventual recovery in the medium to long term. An increase in bond yields contributed significantly to a reduction in the pension scheme deficit, resulting in an unrealised gain in the year of €11m (2011/12 €9m loss). The volatility due to external factors in the scheme is evident with a swing of €20m in 12 months despite the restructure in 2012.

Taking account of these independent valuations, an overall gain of €38m in the year is reported, an improvement over the prior year result of €17m. This strong performance saw a continued strengthening in the net asset value of the organisation to €88m from €50m at 30 September 2012. The College continued its capital investment programme which was focused around improving the educational infrastructure. In 2012, we undertook significant investment in student residences and

library facilities at a cost of €5m. In 2013, expenditure of €4m was incurred with the focus on improving laboratory facilities, IT infrastructure to enhance organisational capabilities and initial works for the new education building on York Street.

Free cash flow was just over 10% of revenue after meeting commitments relating to loan servicing and the capital programme. Cash management continues to be a key priority for the organisation together with a policy of diversification of surplus cash holdings over that needed for working capital.

Conclusion

My role as Director of Finance is to oversee disciplined financial stewardship of an international organisation and to deliver a financial strategy that is capable of supporting the organisational strategy.

The results delivered allow continued support of the investment strategy as set down in the roadmap for the organisation under RCSI's strategic plan.

2012/13 was another strong year financially for the College. The results delivered allow continued support of the investment strategy as set down in the roadmap for the organisation under RCSI's strategic plan Growth & Excellence 2013-2017. We recognise the progress made over the last number of years in strengthening the financial operating model. It provides a firm foundation for future growth notwithstanding that plans need to be delivered to address the challenges faced around debt, pension and property.

The key priorities for the year ahead include:

- › continuing to deliver a financial performance in line with strategic plans;
- › development of the New Academic Education Building on the Irish Campus on time and on budget;
- › further development of plans for the property endowment portfolio;
- › compliance with banking covenants;
- › retaining the pension funding proposal on track; and
- › developing reporting systems to deal with changes in the regulatory environment relating to accounting standards and charity regulation.

We 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 and build contingencies to guard against uncertainties in the external environment. We must retain a level of flexibility in our planning to be able to continually adapt to a changing environment.

I would like to extend to Ms Mary Alexander, who previously held the role of Director of Finance, best wishes on her recent retirement from the College.

I would like to acknowledge the support of my senior management colleagues and finance team in their commitment to delivering the common objectives set. The progress we have made to date positions us well to face the challenges and opportunities as we continue to grow and build our reputation as an international education institution. We confidently look forward to an exciting 2014/15.

APPENDIX 1

HONORARY APPOINTMENTS AND PROMOTIONS

- › Dr Afif EL-Khuffash, Honorary Clinical Senior Lecturer, Department of Paediatrics, (Rotunda Hospital)
- › Dr Amre Shahwan, Honorary Clinical Lecturer, Department of Paediatrics, (Temple Street)
- › Dr Nick Van Der Spek, Honorary Clinical Senior Lecturer, Department of Paediatrics, (Cavan General)
- › Mr Pawan Rajpal, Honorary Clinical Senior Lecturer, Department of Surgery, (Cavan General)
- › Dr Shahbaz Mansoor, Honorary Clinical Senior Lecturer, Department of Surgery, (MRH Mullingar)
- › Professor John Suler, Honorary Professor, Institute of Leadership, (Rider University)
- › Mr Mike Berry, Honorary Clinical Senior Lecturer, Institute of Leadership, (Manchester Metropolitan University)
- › Professor Steve Chan, Honorary Professor, Institute of Leadership, (Harvard)
- › Ms Edna Woolhead, Honorary Clinical Associate Professor, Department of Obstetrics and Gynaecology, (Rotunda Hospital)
- › Dr Michael Gannon, Honorary Clinical Associate Professor, Department of Obstetrics and Gynaecology, (MRH Mullingar)
- › Dr Daniel Kelly, Honorary Clinical Associate Professor, Department of Anatomy, (Trinity College)
- › Dr Abdur Aftab, Honorary Clinical Lecturer, Department of Medicine, (St. Luke's Hospital, Carlow/Kilkenny)
- › Dr Brendan McAdam, Honorary Clinical Associate Professor, Department of Medicine, (Beaumont Hospital)
- › Dr Clare Fallon, Honorary Clinical Associate Professor, Department of Medicine, (MRH Mullingar)
- › Dr Conall O'Seaghdha, Honorary Clinical Senior Lecturer, Department of Medicine, (Beaumont Hospital)
- › Dr Declan De Freitas, Honorary Clinical Senior Lecturer, Department of Medicine, (Beaumont Hospital)
- › Dr Jacinta Morgan, Honorary Clinical Associate Professor, Department of Medicine, (National Rehabilitation Hospital Dun Laoghaire)
- › Dr John Quinn, Honorary Clinical Senior Lecturer, Department of Medicine, (Beaumont Hospital)
- › Dr Mark Delargy, Honorary Clinical Associate Professor, Department of Medicine, (National Rehabilitation Hospital Dun Laoghaire)
- › Dr Martin Mulroy, Honorary Clinical Senior Lecturer, Department of Medicine, (OLLH Drogheda)
- › Dr Niamh Collins, Honorary Clinical Lecturer, Department of Medicine, (Connolly Hospital)
- › Dr Blanaid Hayes, Honorary Clinical Senior Lecturer, Department of Clinical Microbiology, (Beaumont Hospital)
- › Dr Maeve Moran, Honorary Clinical Senior Lecturer, Department of Psychiatry, (St. Luke's Hospital, Kilkenny)
- › Dr Seamus MacSuibhne, Honorary Clinical Senior Lecturer, Department of Psychiatry, (St. Luke's Hospital, Kilkenny)
- › Dr Vincent Russell, Honorary Clinical Associate Professor, Department of Psychiatry, Cavan General / Penang
- › Dr Margot Brannigan, Honorary Clinical Lecturer, Department of Radiology, (St. Luke's Hospital, Carlow/Kilkenny)
- › Ms Audrey Purcell, Honorary Clinical Senior Lecturer, School of Pharmacy, (St John of God Hospital)
- › Dr Brian Cleary, Honorary Clinical Associate Professor, School of Pharmacy, (Rotunda Hospital)
- › Ms Bríd Ryan, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Catherine Boyle, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Catherine Nugent, Honorary Clinical Lecturer, School of Pharmacy, (The Beacon Hospital)
- › Ms Debbie Murray, Honorary Clinical Senior Lecturer, School of Pharmacy, (Peamount Hospital)
- › Ms Dolores Keating, Honorary Clinical Senior Lecturer, School of Pharmacy, (St John of God Hospital)
- › Ms Helen Danaher, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Jennifer Brown, Honorary Clinical Senior Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Keira Hall, Honorary Clinical Lecturer, School of Pharmacy, (The Beacon Hospital)
- › Ms Mairéad Casserly, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Maria Creed, Honorary Clinical Senior Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Máiríosa Kieran, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Nuala Doyle, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Nuala Scanlon, Honorary Clinical Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Ms Patricia Ging, Honorary Clinical Senior Lecturer, School of Pharmacy, (Mater Misericordiae University Hospital)
- › Dr Margaret Fitzgerald, Honorary Clinical Senior Lecturer, Department of Epidemiology & Public Health Medicine, (Public Health, HSE Dublin)

APPENDIX 2

ACADEMIC STAFF PROMOTIONS

Promotion to Senior Lecturer

- › Dr Frank Doyle, Senior Lecturer, Department of Psychology
- › Dr Garry Duffy, Senior Lecturer, Department of Anatomy
- › Dr Helena Kelly, Senior Lecturer, School of Pharmacy
- › Dr Judith Strawbridge, Senior Lecturer, School of Pharmacy

Promotion to Associate Professor

- › Dr Marc Devocelle, Associate Professor, Department of Pharmaceutical and Medicinal Chemistry
- › Dr Catherine Greene, Associate Professor, Department of Medicine
- › Dr Leonie Young, Associate Professor, Department of Surgery

Promotion to Professor

- › Professor Aidan Bradford, Professor, Department of Physiology & Medical Physics
- › Professor Mary Cannon, Professor, Department of Psychiatry

RCSI Bahrain

- › Dr Declan Gaynor, Senior Lecturer, Department of Chemistry
- › Dr Ghufra Jassim, Senior Lecturer, Department of Family Medicine

RCSI Royal College of Surgeons in Ireland
Coláiste Ríoga na Máinleá in Éirinn
123 St Stephen's Green, Dublin 2
Tel: +353 1 402 2100
Email: communications@rcsi.ie
www.rcsi.ie

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