



Innovating for a Healthier Future



Contents

Foreword 4

Introduction 6

Mission 10

Values 11

Principles / Foundations 11

Profile and Areas of Focus 12

RCSI International Footprint 13

Strategy Themes 14

Supporting Health and Societal Wellbeing 17

Transforming Education and Student Success 21

Leading Impactful Research 25

Creating Foundations for Sustainable Impact 29

Strategy Implementation 34

What Does Success Look Like? 35

Summary of Strategy Actions 36

Appendix I: Postgraduate Faculties 38



ON THE COVER: RCSI health sciences students pictured in front of the Time Capsule art installation at RCSI, 26 York Street. The project, by artist Vanessa Donoso López and curator Clodagh Kenny, which was unveiled to mark the opening of RCSI's state-of-the-art academic and educational building in 2017, consists of clay bullae and contains messages from the graduating class that year outlining their hopes and ambitions for their careers as future healthcare professionals.



Foreword



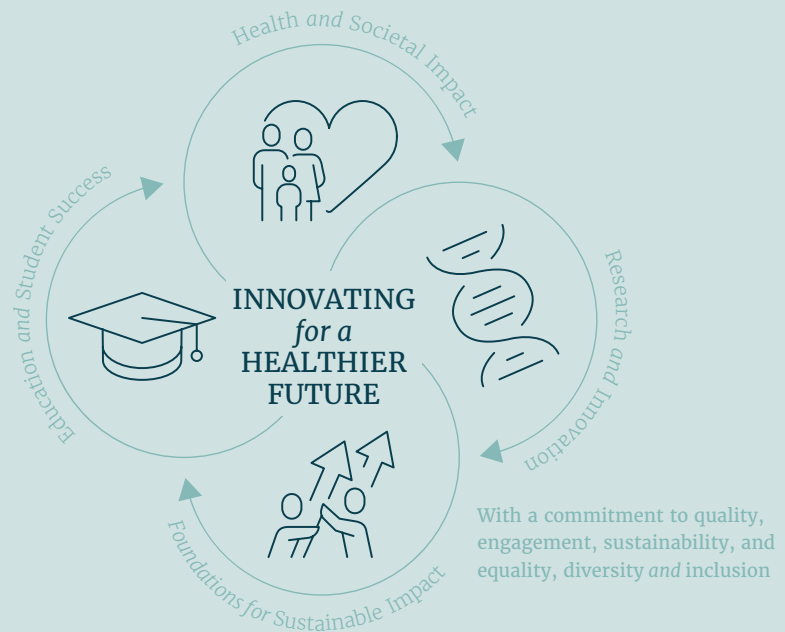
RCSI is committed to innovating for a healthier future.

Our core mission to ‘Educate, Nurture and Discover for the Benefit of Human Health’ remains at the heart of everything we do. This strategy outlines how we plan to fulfil our mission over the next five years. With a strong focus on health and societal impact, we will, working with others, make a positive and lasting impact on the health and wellbeing of individuals and communities in Ireland and around the world. Key priorities within this strategy include the development of a highly skilled and experienced healthcare workforce that can meet the evolving needs of a growing and aging population. RCSI is committed to driving research and innovation in health and healthcare, recognising the crucial role that discovery plays in advancing healthcare, improving patient outcomes and population health.

RCSI is privileged to have a deep professional responsibility to enhance human health. As a not-for-profit, independent institution, we are dedicated to empowering our staff, cultivating our vibrant culture, and investing in world class infrastructure and systems to fulfil our mission.

This strategy is built around four themes.

Figure 1: Innovating for a Healthier Future



1. Health and Societal Impact

Our purpose is to enhance human health. We will contribute to the achievement of the United Nations' Sustainable Development Goals, particularly those goals focused on health, education and environmental sustainability.

To enhance our relevance and impact, we will work side-by-side with patients, the public and our community. To support healthcare, we will deliver high-quality surgical and emergency medicine training and support Irish surgery service and practice. We will deepen our partnerships with healthcare organisations and healthcare professionals in our region and nationally.

2. Education and Student Success

We are committed to meeting the health workforce needs of society, and to providing our learners with a high-quality education and student experience. We will implement innovative curricula across our undergraduate and postgraduate courses that prepare students to thrive in the rapidly evolving healthcare landscape, promote student success and early career readiness. We will create and develop a well-rounded university experience through engaging all learners in decision making and enhancing educational excellence.

3. Research and Innovation

We will focus on growing our established clusters of research excellence; supporting collaboration and clinical translation of our research. With finite resources and almost unlimited healthcare needs, innovation is essential to improving human health. We will maximise our economic and societal impact through patient and public involvement and engagement, open research, research commercialisation, policymaker engagement and industry partnerships. We will support researchers, develop excellent clinical and translational research infrastructure and support systems, and strive to enhance our reputation for excellence, impact and sustainability.

4. Foundations for Sustainable Impact

At the heart of our mission is a commitment to sustainable growth and development, as we work to advance priority initiatives. Sustainable impact also requires strong foundations. That is why we are committed to developing our capabilities in key areas such as attracting and retaining the best talent, embedding equality, diversity, and inclusion, developing our campus and digital infrastructure, and improving business operations. By investing in these foundational elements, we can create a truly sustainable impact on human health.

We would like to express our gratitude to the internal and external stakeholders who have contributed to the development of this strategy. The valuable input and collaboration have enriched our approach and strategy and have instilled a sense of enthusiasm for what lies ahead. We are committed to advancing our mission of improving human health and are excited about the opportunities ahead to create a healthier future.

Professor Laura Viani, President

Professor Cathal Kelly, Vice Chancellor and CEO / Registrar

Introduction



RCSI is dedicated
to innovating for
a healthier future¹

Our core mission is to 'Educate, Nurture and Discover for the Benefit of Human Health.' Through supporting people to manage their health, developing the current and future healthcare workforce, to creating insights and inventions that drive health improvements, and engaging directly with our community and society, we are committed to creating a healthier future.

We believe that by working together, we can support a healthier society - globally, nationally and in our local communities.

The United Nations Sustainable Development Goals (UNSDGs), a set of 17 interconnected goals, are a universal call to action to end poverty, protect the planet, support good health and wellbeing and quality education, and ensure that by 2030 all people enjoy peace and prosperity.

As an institution with a focus on human health, RCSI, our staff and students are committed to playing a transformative role. With a particular focus on Goal 3 which targets Good Health and Wellbeing, we will work in partnership, using education, research, and campus sustainability, to drive progress in Ireland and globally.

¹ This strategy largely focuses on RCSI in Ireland. While our international campuses are aligned with this strategy, they are mandated to produce strategies to meet local education and healthcare needs.

Figure 2: UN Sustainable Development Goal 3, Good Health and Wellbeing (Outcome Targets)



We embark on this strategy from a place of strength. Our success in implementing our last strategy, **'Transforming Healthcare Education, Research and Service'**, has been significant. Among many achievements, RCSI:

- Grew national surgical and emergency medicine training numbers significantly to meet the workforce requirements for delivery of safe and effective surgical and emergency medicine care across our health services.
- Launched a range of new schools, centres, and courses.
- Introduced transformative new curricula in medicine, pharmacy, physiotherapy, and advanced therapeutic technologies.
- Enhanced our research capabilities and grew research competitiveness resulting in a broader principal investigator base and increased national and international funding including highly prestigious awards from agencies such as the European Research Council, as well as growing researcher recruitment and retention, high-quality publications, doctoral-level training and innovation activity, including a large increase in spin-out company formation.
- Maintained our reputation as one of the world's leading universities, including ranking first in the world for 'Good Health and Wellbeing' in the Times Higher Education (THE) University Impact Rankings.
- Completed a major new education building at 26 York Street which incorporates the National Surgical Training Centre, a library and gym facility, and completed a significant extension to our campus at Beaumont Hospital. We also started significant expansion projects on St Stephen's Green and on the Connolly Hospital campus.
- Continued to develop a positive organisational culture, supported our trainees, students, and staff during Covid-19, and progressed our Equality, Diversity and Inclusion ambitions.
- Engaged with patients and communities to ensure our activities respond to local and national needs. Through a range of education and health initiatives, we empowered people to manage their health and wellbeing.

All of these and other goals were achieved while rising to the challenges that Covid-19 presented to Ireland, our healthcare system and our students, researchers, and staff. This strategy combines building upon our accomplishments from the past five years and exploring new directions to capitalise on emerging opportunities.

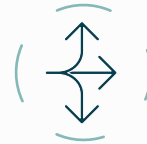
Figure 3: Strategy Direction

Consolidate our achievements by continuing to:



- Advance surgical and emergency medicine care.
- Grow engagement with patients, the public, and our community.
- Develop and implement future focused curricula.
- Promote student success and early career readiness.
- Grow established and emerging clusters of research excellence.
- Support academic and research excellence.
- Maintain and cultivate our positive culture.
- Develop our campus and digital technologies to support education and research.
- Maintain effective financial stewardship and strong governance.
- Broaden our focus to health, healthcare, and population health.

New directions in response to new opportunities:



- Use the UNSDGs to guide and measure how we support broader society.
- Drive targeted projects in education and research to enhance our impact, capabilities and sustainability.
- Enrich student life.
- Widen learner participation and access, and impact in Ireland.
- Ensure that our research is increasingly informed by and supporting societal gain.
- Work intensively with key partners in Ireland and internationally to deliver on our mission.
- Enhance operational capacity and efficiency.





Mission

Our mission is to Educate, Nurture and Discover for the Benefit of Human Health.



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

Today we are an innovative, world-leading international health sciences university and research institution with undergraduate and postgraduate schools and faculties across the health sciences spectrum. We are home to numerous healthcare institutes as well as leading research centres driving pioneering breakthroughs in human health. Located in the heart of Dublin, with a student community of over 100 nationalities, we have an international perspective on how we train tomorrow's healthcare professionals today.

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

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



Values

We commit to these values:

Figure 4: Our Values

Respect

Collaboration

Scholarship

Innovation

Principles / Foundations

Our work is guided by a commitment to prioritise quality, engagement, equality, diversity, and inclusion, as well as sustainability.

Figure 5: Key Principles

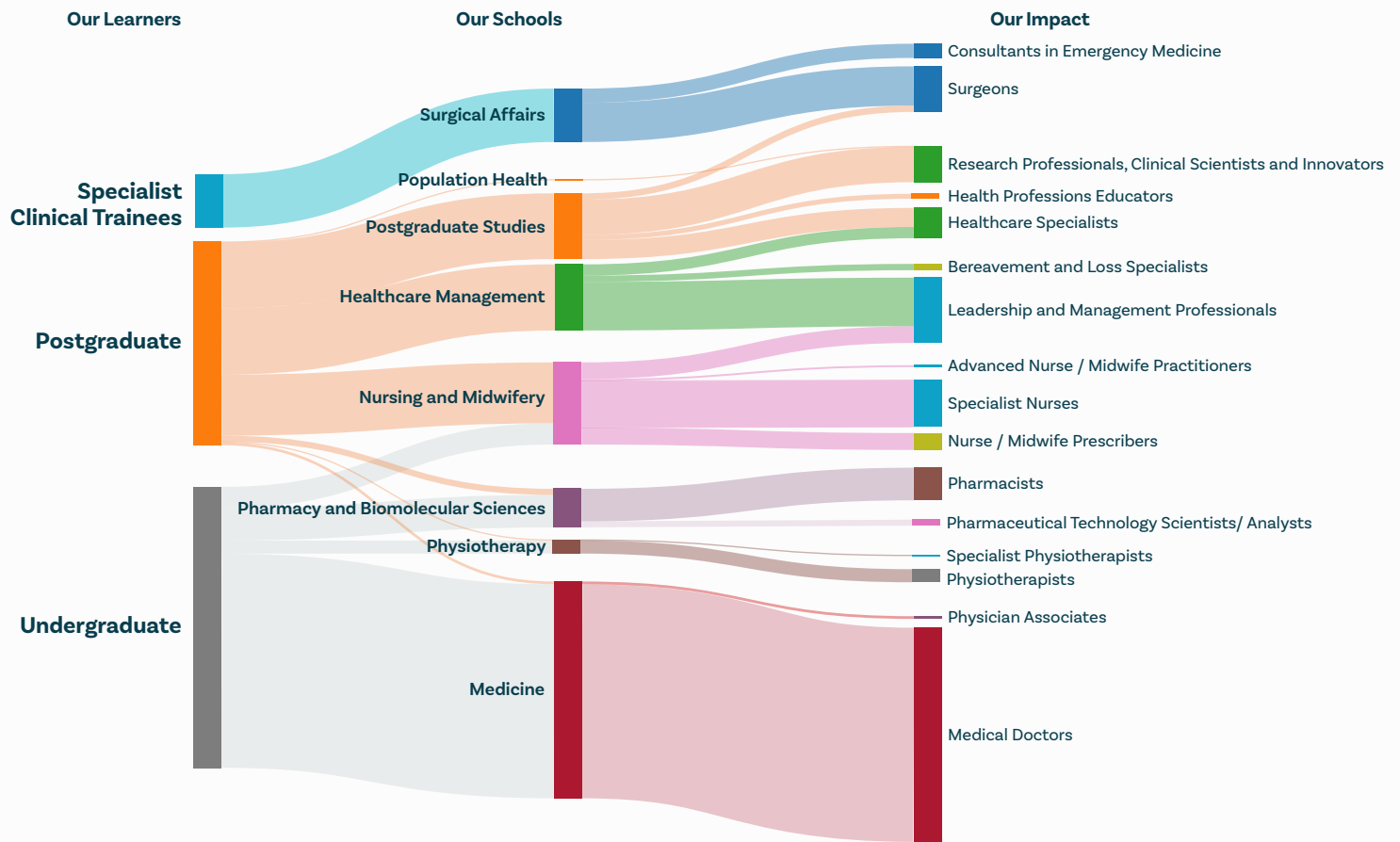
Quality

Engagement

**Equality, diversity,
and inclusion**

Sustainability

Figure 6: RCSI at a Glance, 2023*



*Figure includes learners enrolled on full and part-time academic courses, and excludes shorter courses (e.g. CPD) and learners on Faculty courses.

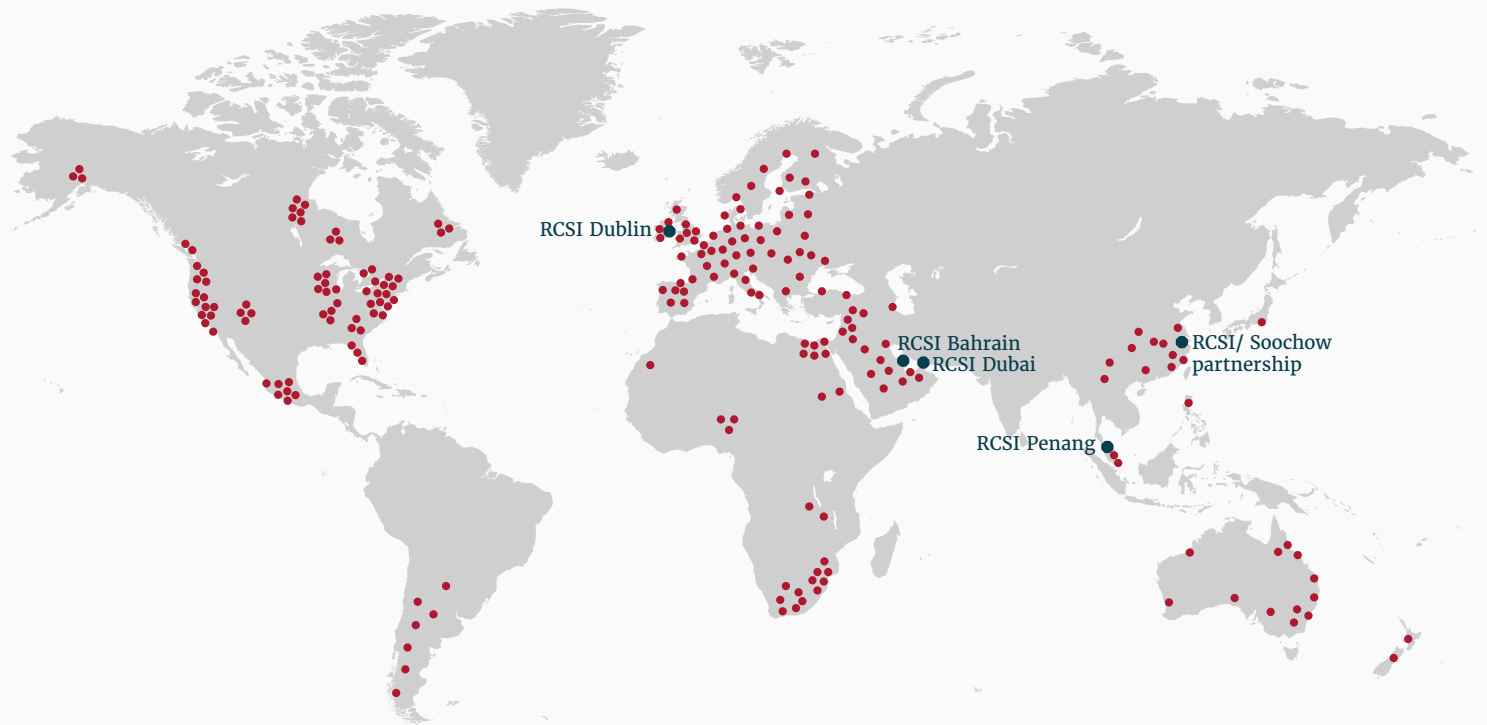
Profile and Areas of Focus

RCSI:

- offers courses spanning the education spectrum, from undergraduate and postgraduate to continuous professional development, underpinned by world class research and innovation.
- provides a range of widely accredited degrees up to level 10 of the Irish National Framework of Qualifications.
- is a Designated Awarding Body. Degrees of RCSI are also degrees of the National University of Ireland.
- supports an active and competitive research funded environment whose output metrics are internationally renowned and at the top of the Irish university sector.
- is a recognised postgraduate surgery and healthcare training institution, delivering accredited national training programmes, including in all surgical specialties, emergency medicine and radiology.
- provides positive impact on communities at a local, national, and international level.
- delivers on Ireland's ambitions to be a centre for international higher education through its decades-long education of Irish and international students; and,
- reinvests all surplus income into furthering its education, research, and service aims.

RCSI

International Footprint



Diverse with students from over **100 countries** studying in Ireland.

Four international operations in Dublin, Bahrain, Dubai and Malaysia, as well as a partnership in Soochow, China.

More than **30,000 Alumni** who are improving human health in **96 countries** worldwide.

Strategy Themes

Table 1: Summary of Strategy Themes and Actions

THEME	ACTION
<p>Health and Societal Wellbeing</p> 	<ol style="list-style-type: none"> 1. Contribute to the achievement of United Nations Sustainable Development Goals 2. Grow engagement and involvement with patients, the public, and our community 3. Advance surgical and emergency medicine care 4. Deepen our academic partnerships with healthcare providers and healthcare professionals
<p>Education and Student Success</p> 	<ol style="list-style-type: none"> 5. Implement future-focused curricula 6. Promote student success and early career readiness 7. Enrich student life 8. Amplify learner voice and engagement 9. Enhance educational excellence and reputation
<p>Research and Innovation</p> 	<ol style="list-style-type: none"> 10. Grow established and emerging clusters of research excellence 11. Strengthen our clinical and translational research infrastructure 12. Expand our research capability, capacity and impact through collaboration 13. Maximise the impact of research commercialisation and industry engagement 14. Strengthen our reputation for excellence, impact, and sustainability
<p>Foundations for Sustainable Impact</p> 	<ol style="list-style-type: none"> 15. Purposefully advance priority growth and development initiatives: <ul style="list-style-type: none"> • Expand the School of Population Health • Embed digital and connected health • Establish a School of Dentistry • Develop the capabilities to accelerate international taught postgraduate growth • Diversify our geographic footprint • Advance new models to meet healthcare needs 16. Attract, retain, and develop the best people and support our strong culture in a hybrid world 17. Embed equality, diversity, and inclusion 18. Develop our campus 19. Develop our digital infrastructure 20. Enhance business operations





01 Supporting Health *and* Societal Wellbeing

By supporting the development of the current and future healthcare workforce and developing research that creates the insights and inventions that drive healthcare improvements, RCSI directly supports healthcare and societal wellbeing.

As educators and researchers, it is our responsibility to use our expertise, knowledge, and discoveries to foster improvements in health and education in our communities, our societies, and globally.

By virtue of our heritage, our location, and our deep and broad-based expertise, we can make a tangible contribution to education and health promotion.

Our ambition is to work in partnership with our local and national communities to support and promote enhanced lifelong health and wellbeing and widen educational participation.



Over the period 2023–2027, RCSI will:

1. Contribute to the achievement of the United Nations Sustainable Development Goals.

We are committed to supporting UN goals, aiming to end poverty and enhance human health, achieve gender equality, protect the planet, and ensure peace and prosperity. We will integrate the goals into our work by conducting relevant research and sharing it openly where possible, incorporating sustainability into our education programmes, supporting healthcare improvements in emerging countries (e.g. global surgery), and ensuring that our activities are environmentally responsible. We commit to achieving 'net zero' carbon by 2050 and an interim target reduction of 50% by 2030.

01
Supporting Health
and Societal Wellbeing



2. Grow engagement and involvement with patients, the public and our community.

RCSI will collaborate with patients, the public and communities to develop health and wellbeing initiatives, co-develop research and enhance awareness of scientific discoveries, making connections between science and society, researchers with patients and citizens, policy-makers and industry. In support of healthier futures, RCSI is committed to co-creating a new public engagement space and gallery at 118 St Stephen's Green. We will involve people in meaningful dialogue about how to live long and healthy lives, maximising the intervention of scientific research and innovation to positively influence health policy, health service provision and health outcomes in Ireland. RCSI is committed to promoting access and widening participation to contribute to creating a diverse future healthcare workforce reflective of Ireland's diverse population.

3. Advance surgical and emergency medicine care.

RCSI will advance national surgical and emergency medicine training, support Irish surgical services and practice, deliver excellence in education and scholarship, and support our Fellows and Members. See overleaf for more details.

01 Supporting Health and Societal Wellbeing



4. Deepen our academic partnerships with healthcare providers and healthcare professionals.

By working together, educators, researchers, clinicians and healthcare professionals can improve patient outcomes. Integrating healthcare delivery with education, research, and innovation will lead to better patient outcomes and care, advancements in medical knowledge and the training of healthcare professionals. We will deepen our relationships with the emerging Dublin-North East Regional Health Area, other healthcare providers, and our relationships with clinicians and healthcare professionals.

Box 1: Advance Postgraduate Surgery and Emergency Medicine

RCSI was founded in 1784 to set and support professional standards for surgical training and practice in Ireland.

Over the period 2023–2027, RCSI will:

- Collaborate with specialties, trainers, the HSE NDTP (National Doctors Training and Planning), and the Department of Health to maximise training programmes to meet the workforce requirements for safe and effective surgical and emergency medicine care, develop training in emerging technologies, support trainee and trainer diversity and wellbeing, and deliver surgical training regionally where appropriate, while maintaining accreditation and publishing annual data reports.
- Drive Irish surgery service and practice by partnering with the HSE to support and develop national clinical programmes, implement a national perioperative patient pathway enhancement programme, develop a network of clinical trials, and continue to deliver a professional competence scheme.
- Provide academic programmes that are relevant and responsive to the needs of healthcare professionals, design study pathways that are tailored to student needs, deliver an international fellowship training programme, provide a comprehensive programme of Continuing Professional Development / Continuing Medical Education, deliver a national Professional Competence Scheme, and support and publish research in surgical and medical education. RCSI will progress the development of the National Surgical Research Centre.
- Expand our Membership of the Royal College of Surgeons (MRCS) examination footprint and resources, and support our Court of Examiners.
- Provide meaningful supports to Fellows and Members of the College, represent Irish surgery and all specialties to key stakeholders, and develop relevant and accessible educational supports.
- Develop international opportunities with partners to deliver training and Continuing Professional Development programmes, academic programmes, examinations, and accreditation/quality assurance support.



02

Transforming Education *and* Student Success

At RCSI we address the learning, teaching and assessment of our students in progressive ways, partnering with them to provide a truly transformative educational experience. We support student success by implementing future-focused curricula, engaging students to ensure their experience is central to decision-making, personalising supports to promote early career readiness and enhancing educational excellence.

Our programmes develop distinctive, professional graduates with the capacity to succeed, lead and thrive, who improve health and healthcare, through service delivery and scientific discovery in a variety of settings across the globe.

At RCSI, we know creating a positive education environment for students is core to enabling their transformation.

Positive education is an approach to education that promotes and nurtures wellbeing, both physical and mental. Embedding positive education is broad ranging, requiring a whole institution approach, with curriculum-specific material described under three headings: resilience, lifestyle medicine and growth mindset.



Student Engagement and Partnership (StEP) is at the core of providing our distinctive educational experience. Students contribute to developing and evaluating curricula, and to all aspects of educational, social and institutional decision-making, fostering a culture of genuine student engagement.

In our diverse student community, student success is cultivated in an inclusive, collaborative, and positive learning and social environment, driving a journey of self-discovery, reflection, and personal and professional growth. Student success is enhanced through meaningful partnerships and shared responsibilities, ultimately enabling everyone to prosper and achieve their full potential at RCSI and beyond.

02

Transforming Education
and Student Success



Over the period 2023–2027, RCSI will:

5. Implement future-focused curricula.

RCSI is committed to transforming curricula across our undergraduate and postgraduate course offerings to prepare students to thrive in a rapidly evolving healthcare landscape and to meet the growing needs of patients, healthcare systems and our wider community. We will achieve this through the effective implementation of our ‘Learning, Teaching and Assessment Strategy’ at both undergraduate and postgraduate level, which embeds patient and public involvement in education.

6. Promote student success and early career readiness.

We will provide personalised education and career guidance to help students reach their full potential and prepare for their future careers. This includes offering individualised feedback and support; relevant clinical and industry experience; and research skill development, all within a positive educational environment.

7. Enrich student life.

Student life is an important part of the university experience as it provides opportunities for personal growth, social engagement, skills development, and career preparation. Working with students, we will continue to support and develop opportunities for a well-rounded university experience.



8. Amplify learner voice and engagement.

By partnering with learners to co-create a healthier future, we can continuously improve. We will amplify undergraduate, postgraduate and professional trainee voices. We will actively seek and value learner feedback on curricula and overall experience. Through robust feedback processes, we will address learner concerns and engage them in decision-making processes.

9. Enhance educational excellence and reputation.

We will continue to enhance educational excellence by supporting faculty development and engagement, advancing our education research goals, and enhancing our centres that support educational excellence. To enhance RCSI's educational reputation and contribute to the advancement of healthcare education worldwide, we will engage with a national and global audience, developing, sharing, and learning from international best practice.



03

Leading Impactful Research

With a focus on translational and patient-centred research, RCSI is enabling ground-breaking discoveries that address the health challenges of our time.

Focusing on strategic areas of excellence, our agenda will drive scientific breakthroughs, innovations and insights that will allow us to understand and respond to changing health needs and contribute to the medicines, devices, techniques, and system changes that enhance patient treatment and population health.

We are committed to increasing the excellence, critical mass, relevance and impact of our research and innovation.

Over the period 2023-2027, RCSI will:

10. Grow established and emerging clusters of research excellence.

We will grow our established and emerging clusters of research excellence, while supporting trans-cluster research themes, through focused investment, operational support, and recruitment. Table 2 presents a summary of research clusters.

Table 2: **Priority Research Clusters**

Established Research Clusters
1. Biomaterials, Medical Devices, and Pharmaceutical Sciences
2. Cancer
3. Neurological and Psychiatric Disorders
4. Population Health and Health Services
5. Respiratory and Critical Care
6. Surgical Science and Practice
7. Vascular Biology and Cardiology
Trans-Cluster Themes
8. Digital Medicine and Healthcare Data
9. Genomics and Personalised Medicine
10. Infection, Immunity, and Inflammation
Emerging Areas of Excellence
11. Endocrinology
12. Gynaecology, Obstetrics, and Perinatal Health
13. Nephrology and Gastroenterology
14. Nursing and Midwifery
15. Paediatric and Child Health
16. Physiotherapy and Positive Health
17. Simulation and Healthcare Professional Education

03
Leading Impactful Research



11. Strengthen our clinical and translational research infrastructure.

We will develop and invest in excellent clinical and translational research infrastructure by:

- Developing excellent new research infrastructure at 118 St Stephen's Green and in our Educational and Research Centres at Beaumont and Connolly Hospitals.
- Establishing a Translational Research Institute on the Beaumont Hospital campus to support excellent clinical and translational research programmes; including growing clinical trials through our Clinical Research Centre.
- Investing in research infrastructure in a manner that maximises and leverages external funding opportunities.
- Creating seamless joint research governance arrangements with our affiliated hospitals.
- Maximising the environmental sustainability and operational efficiency of our research infrastructure and supports.
- Supporting and promoting open research among researchers.

12. Expand our research capability, capacity and impact through collaboration.

National and international collaborations are essential to facilitating knowledge exchange, researcher engagement, industry partners, research funders, policy-makers, and other stakeholders, and ultimately advancing knowledge to solve complex problems and enhance health. We will pioneer new forms of patient and public involvement (PPI) in our research programmes, cultivate a research-engaged public and proactively contribute to health and research policy. We will create and nurture strategic partnerships with industry and academic institutions, and support researcher engagement to maximise the capability, capacity, and impact of our research activities. We will support researchers, particularly early career researchers, to collaborate and grow activity, and will develop PhD programmes (including joint PhD programmes) with international institutions.

03

Leading Impactful Research



13. Maximise the impact of research commercialisation and industry engagement.

RCSI is committed to maximising the economic and societal impact of our research activities by supporting the translation of RCSI research through spin-out company formation, licensing, and industry engagement. We will use the depth of our domain expertise, international clinical and industry networks; to optimise existing routes to commercialisation of our research in the areas of therapeutics, medical devices, diagnostics, and digital health.

Spin-out company formation is an important priority under Impact 2030: Ireland's Research and Innovation Strategy and has been a priority focus for RCSI research commercialisation activities. To ensure continued growth in innovation activity we will implement new initiatives to increase principal investigator engagement, mature our entrepreneurial researcher culture, continuously improve our efforts to drive spin-out and licensing activity and increase our collaboration with indigenous SMEs and MNCs to increase our socio-economic impact in Ireland.

14. Strengthen our reputation for research excellence, impact, and sustainability.

By relentlessly focusing on the quality and impact of our research activities, we will grow our international reputation for research excellence, impact and sustainability. The United Nations Sustainable Development Goals will serve as a guiding blueprint to ensure our research programmes deliver a better and more sustainable future for all, while reducing the environmental impacts associated with these activities.

We will continue to maximise the visibility of our scholarly output, promote a strategic approach to Open Research (including Open Access research publications), monitor emerging trends in research impact assessment and support researchers to grow their international networks through hosting international conferences, winning prestigious awards, fellowships and society/organisation committee memberships.



04 Creating Foundations for Sustainable Impact

At the heart of our mission is a commitment to sustainable impact. To support this, we will invest strategically and work together to support growth, which will help us achieve our mission.

Achieving a sustainable impact is dependent on strong foundations. We are committed to developing our capabilities in areas such as attracting and keeping the best talent, embedding equality, diversity, and inclusion, developing our campus and digital infrastructure, and improving business operations. By investing in these foundational elements, we can create a truly sustainable impact on human health.



Supporting Growth and Development

As an independent institution, we are responsible for creating our own future. We will seek out opportunities that align with our mission, ensuring reinvestment of surpluses earned in line with our charitable remit. We will ensure that our main sources of income continue to work well, and we will carefully assess and progress new opportunities to expand our activities. We will also develop and nurture a small number of strategic partnerships that support the delivery of key organisational goals – both in Ireland and internationally.

15. Purposefully advance priority growth and development initiatives.

New opportunities are at various stages of development. It can be expected that some will progress, some will not, and new opportunities will emerge over time. Table 3, overleaf, outlines current opportunities that are being advanced.

04
 Creating Foundations
for Sustainable Impact

Table 3: **Growth Opportunities**

<p>Expand the School of Population Health</p>	<p>In 2022, RCSI launched a new School of Population Health with the goal of becoming a global leader in the research and education of population health science and the promotion of health. We will rapidly expand our research activities and develop new postgraduate programmes in population health science, optimise internal resources within RCSI to achieve this, and will develop external partnerships to enhance impact and implementation.</p>
<p>Embed digital and connected health</p>	<p>Genomics, digital data and artificial intelligence will transform health, healthcare delivery and the work that health professionals do. Building on existing research strengths, we will develop new education programmes, expand our research activities, optimise internal resources to achieve this, and will develop external partnerships to enhance patient care, healthcare delivery and health management.</p>
<p>Establish a School of Dentistry</p>	<p>Good dental healthcare provision is essential to both dental health and general health. Ireland and many countries face an acute shortage of dentists. RCSI will explore the potential to offer a Degree in Dental Surgery, which would educate and train students in a bespoke, primary care, patient-oriented setting to deliver the best training and improvements in oral health.</p>
<p>Accelerate international taught postgraduate growth</p>	<p>Our postgraduate schools deliver a wide range of high-quality courses in a diverse range of areas including surgery, nursing, and healthcare management. We will build the capability to support schools to offer an expanded portfolio of postgraduate and professional lifelong learning offerings to an international market, enabled by digital learning technology and best practice delivery.</p>
<p>Diversify our geographic footprint</p>	<p>RCSI has built significant international education and research links, particularly in Europe, North America and the Middle East. With campuses in Dublin, Bahrain and Malaysia, RCSI draws students from over 80 countries. We will continue to strengthen our international campuses. We will develop, deepen and broaden our geographic footprint in Europe, North America, the Middle East and Asia.</p>
<p>Advance new models to meet healthcare needs</p>	<p>We face acute shortages of healthcare professionals, reflecting growing healthcare demand as populations age and constraints facing higher education institutions that train healthcare professionals. RCSI is committed to sustaining the viability of current educational models and exploring and developing new educational models that support the development of the future healthcare workforce.</p>

04

Creating Foundations for Sustainable Impact

Supporting Our People and Culture

We will continue to focus on attracting and retaining top talent, communication and engagement, performance management, staff learning and development opportunities, including leadership development. We will also focus on promoting a positive culture, embedding equality, diversity, and inclusion across the institution, supporting employee wellbeing, and managing a hybrid working environment.



Over the period 2023–2027, RCSI will:

16. Attract, retain, and develop the best people and support our strong culture in a hybrid world.

We will sustain and develop our positive culture where people are enabled, encouraged and proud to do their best work and continue to prioritise individual and team development opportunities to contribute to our mission and to advance their long-term career and leadership potential. We will embed hybrid working practices, while retaining the best of what was learned during the pandemic, with the acknowledged need to support a hub of social connection, collaboration, and vibrancy on our campuses. By supporting open communications and feedback, we will regularly assess what it feels like to work in RCSI and use an expanded suite of measures to celebrate contribution and achievements and support development.

17. Embed equality, diversity, and inclusion.

We will continue to collaborate with students and staff to maintain and enhance our Athena Swan status while promoting awareness and understanding of equality, diversity, and inclusion through focused initiatives. This includes employing a variety of communication channels, conducting consultations and training sessions, supporting relevant networks, advancing specific initiatives such as action plans for Race Equality, Ending Sexual Violence and Harassment, and VisABILITY, and ensuring our policies and governance align with best practice.

04
Creating Foundations
for Sustainable Impact



Developing World-Class Learning Infrastructure

RCSI has ambitious plans for growth, aiming to increase student numbers, research activities, and community engagement. Building on progress, we will focus on enhancing and expanding our physical and digital infrastructure and services to meet the needs of students, researchers, staff and our wider community. Priorities include supporting inclusion, collaboration, operational effectiveness, cybersecurity, and environmental sustainability.

Over the period 2023–2027, RCSI will:

18. Develop our campus.

We will continue to develop our existing campus and complete agreed building projects to meet growing and changing needs. We will finalise key capital development projects, including at 118 St Stephen's Green (Project Connect) and the new Education and Research Centre (ERC) at Connolly Hospital, and advance new initiatives.

19. Develop our digital infrastructure.

We will continue, in an era of rapid technological change, to develop our digital infrastructure and services to meet changing needs.

04 Creating Foundations for Sustainable Impact

Enhancing Operational Effectiveness and Efficiency

We will use our resources to deliver on our mission through the implementation of the actions set out in this plan. To take on new opportunities, we need to do the basics better. This requires that we invest in people, infrastructure, systems and information technology, and streamline our work to make it more effective and efficient.

Over the period 2023–2027, RCSI will:

20. Enhance business operations.

Everyone in RCSI serves our mission and plays a role in sustaining a high-performing organisation. We will improve our operations and capacity to deliver with a goal of increasing stakeholder satisfaction, increasing efficiency and reducing costs. To achieve this, we will identify priority areas for improvement, develop and implement targeted plans with specific initiatives, timelines and owners. We will also support a program of continuous improvement by empowering all teams to identify areas of improvement, and providing them with the tools and resources, including software, training and facilities, to improve processes and systems.



While RCSI is largely non-exchequer funded, with respect to public monies allocated, RCSI shall continue to work with funders to ensure effective use of resources in line with agreed funding framework criteria and timely evaluation of performance goals, as appropriate.

Strategy Implementation

This plan comprises four themes and 20 actions. Each action is supported by several sub-actions which will contribute to the delivery of the overall action.

We will develop an annual operational plan for each action. Within each action, each sub-action will have a named owner, a timeline for delivery, and measurable outcomes.

A lean reporting framework will track progress, highlight issues, and provide fast and solution-focused support to progress implementation, and further development of the action.



What Does Success Look Like?



1. A meaningful contribution to health, healthcare and society



2. A student experience that prepares all our learners to excel in their chosen field



3. A reputation for research excellence, impact, and sustainability



4. A sustainable financial performance



5. A positive culture where people are enabled, encouraged and proud to do their best work



6. Strong and productive relationships with our stakeholders



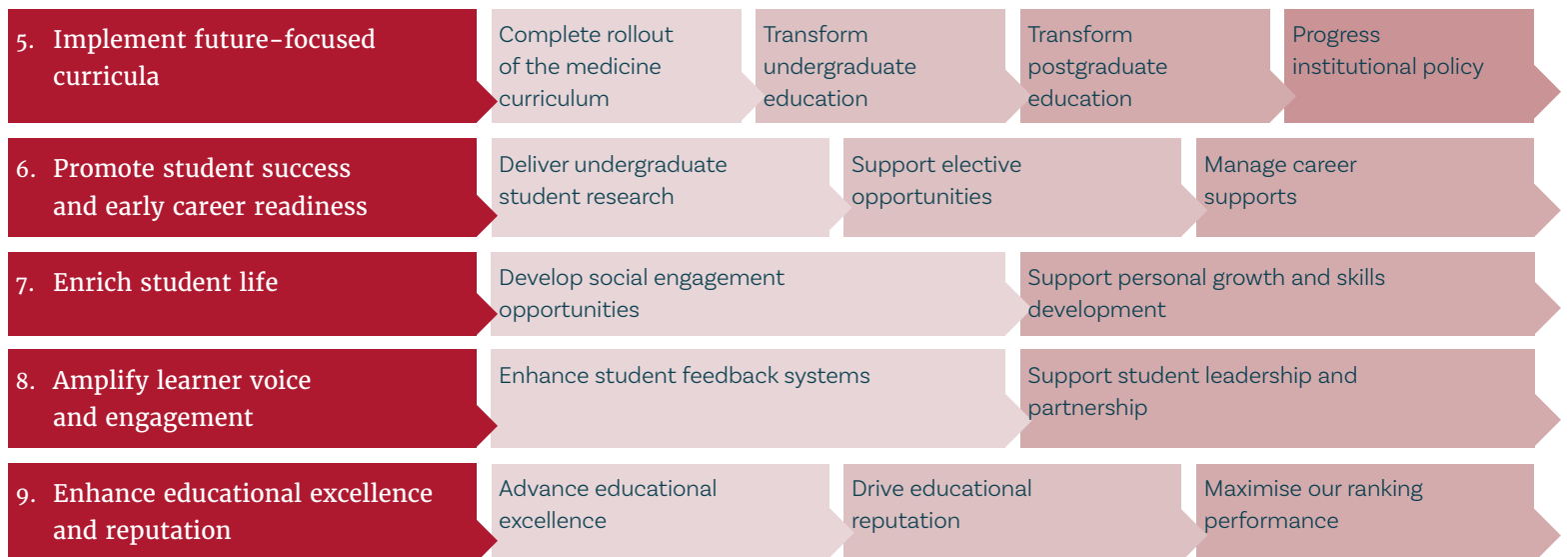
7. High quality infrastructure, systems and services

Summary of Strategy Actions

theme 01 Supporting Health *and* Societal Wellbeing



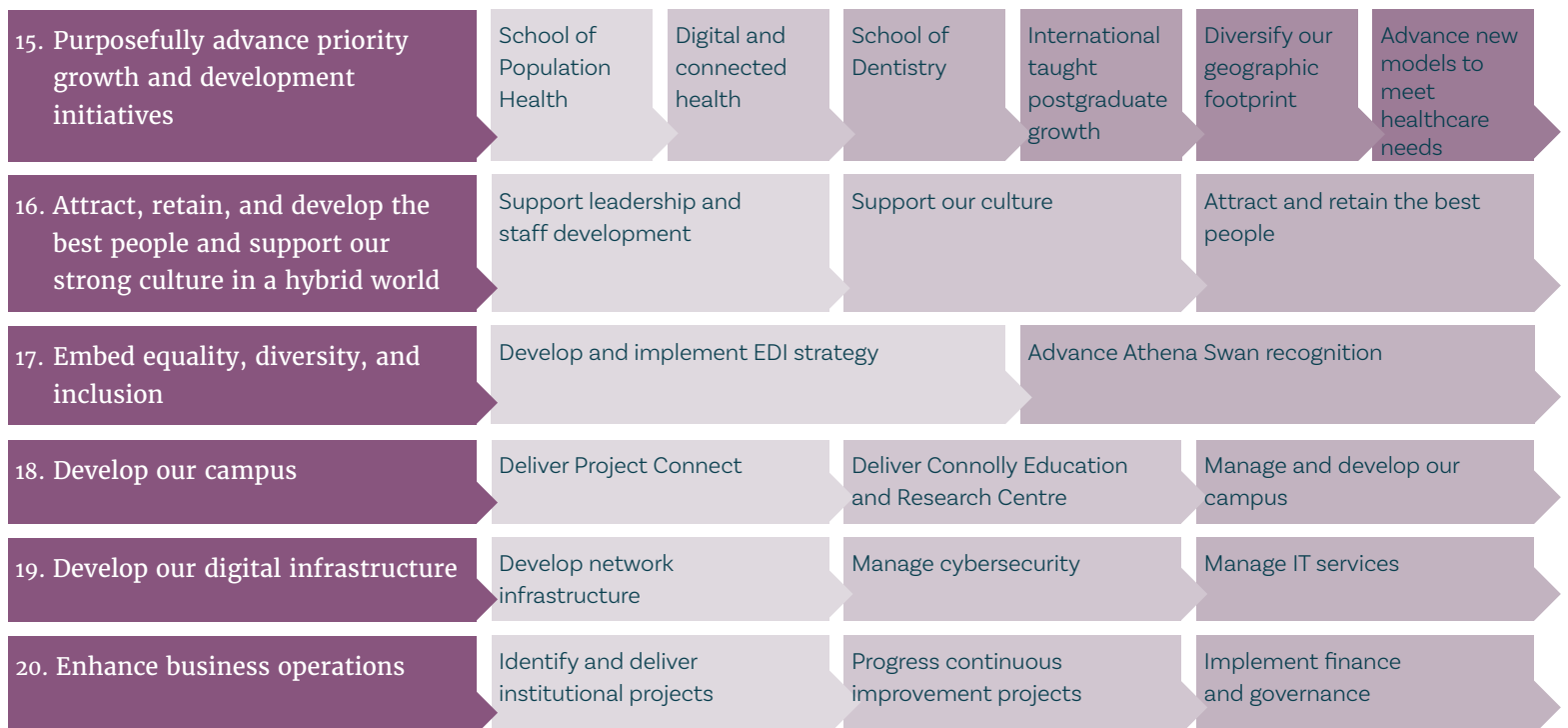
theme 02 Transforming Education *and* Student Success



theme 03 Leading Impactful Research

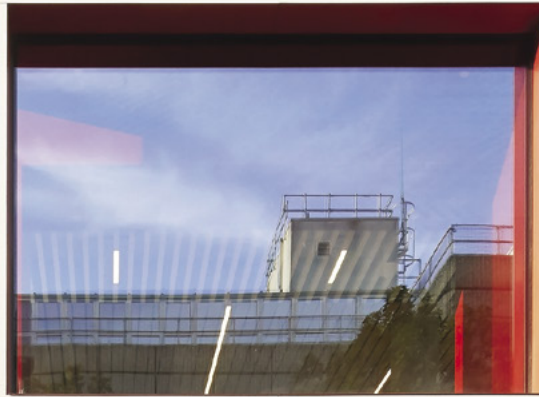


theme 04 Creating Foundations for Sustainable Impact



APPENDIX I

Postgraduate Faculties



Postgraduate faculties professional training is a key aspect of RCSI's provision. The faculties and institute outlined below each have their own strategic plans.

Faculty of Dentistry

The Faculty of Dentistry was founded in 1963 with the core mission of advancing the science, art and practice of dentistry by promoting education, study and research. The Faculty provides education, accreditation of programmes and quality assurance through examination of postgraduate dental professionals in Ireland, the UK and internationally.

Faculty of Radiologists and Radiation Oncologists

The Faculty of Radiologists and Radiation Oncologists is the professional and academic body for radiologists and radiation oncologists in Ireland.

The Faculty was established by Irish radiologists in 1961 to advance the science, art and practice of radiology and its allied sciences and to promote education, study and research in radiology.

One of the Faculty's key roles is in the provision of postgraduate training in diagnostic radiology and radiation oncology. The training involves over 100 specialist registrars throughout 11 diagnostic centres and three radiation oncology centres in Ireland.

Faculty of Nursing and Midwifery

The RCSI Faculty of Nursing and Midwifery plays a pivotal role in the strategic development of the nursing and midwifery professions. The Faculty is one of the longest-serving providers of nurse education in Ireland and has over the last four decades provided nurses and midwives – from a variety of clinical nursing specialties – with a diverse range of educational programmes.

Today, the Faculty focuses on the continuing education of qualified nurses and midwives and offers an extensive and diverse range of CPD programmes and an Overseas Aptitude Test for international nurses as a prerequisite to registration with the NMBI.

Faculty of Sports and Exercise Medicine (RCPI and RCSI)

The Faculty of Sports and Exercise Medicine is a joint faculty between the Royal College of Physicians of Ireland (RCPI) and RCSI.

Established in 2002, the Faculty is a leader in postgraduate and continuous professional education in sport and exercise medicine, with an Annual Scientific Conference (ASC), Spring Study Day (SSD), Sports and Exercise Medicine Structured Educational Programme (SEMSEP) modules, Journal Clubs and Grand Rounds, as well as a joint Diploma in MSK Examination and Injury Management run in collaboration with the Irish College of General Practitioners (ICGP).

Most recently, the Faculty received formal accreditation of its Higher Specialist Training programme in Sports and Exercise Medicine (HST SEM), and the first SpR trainees in SEM began in July 2019.

Irish Institute of Pharmacy

RCSI is the managing body for the Irish Institute of Pharmacy (IIOF), as appointed by the Pharmaceutical Society of Ireland (PSI). The IIOF is responsible for overseeing the development and implementation of a system of continuing professional development (CPD) for pharmacists in Ireland. The IIOF is responsible for ensuring that these developments meet the emerging needs of patients and the wider healthcare system. It oversees the management and support mechanisms for CPD, and accredits and commissions education and training programmes in line with national policy, evolving healthcare needs and the needs of the profession.

Figure 7: In 2022, learners included:

Irish Institute of Pharmacy (IIOF)



6,845 Pharmacists and 254 pharmaceutical assistants supported with their CPD



998 Pharmacist candidates for ePortfolio review



63 pharmacist candidates for practice review

Faculty of Nursing and Midwifery



4,800 Participants in faculty activities



2,224 Nurses undertaking the Overseas Aptitude Test

Faculty of Dentistry



2,000+ candidates for the Faculty of Dentistry exam



Approximately 1,000 RCSI Fellowship, Membership and Diploma conferred to candidates from over 25 countries

Faculty of Radiologists and Radiation Oncologists



130 Trainees on the Radiology Specialist Registrar training programme



19 Trainees on the Radiation Oncology Specialist Registrar training programme

Faculty of Sports and Exercise Medicine



3 trainees on the Specialist Registrar training programme



34 doctors registered with the Professional Competence Scheme



Approximately 3,500 CPD mailing list members



RCSI

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