



# Quality Improvement Plan

## School of Pharmacy 2014

### DOCUMENT CONTROL SHEET

Name of Unit	School of Pharmacy					
Project Title	Internal Quality Review					
Document Title	Quality Improvement Plan 2014 - 2015					
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices
	1		9			

Rev	Status	Author(s)	Reviewed By	Approved By	Office of Origin	Issue Date
1.0	Draft	Fiona O Brien	Paul Gallagher	n/a	QEO	01/10/14
2.0	Draft	Helena Kelly	Paul Gallagher	n/a	-	09/10/14
3.0	Draft	Paul Gallagher	Helena Kelly		-	
4.0	Final	Paul Gallagher	Hannah Mc Gee	Hannah Mc Gee	-	14/10/14

School of Pharmacy



RCSI

Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
Review of management structures in order to devolve some of the Head's responsibilities	2.2	Management structure put in place – to include three lead personnel from within existing staff and new staff member as operations manager	Paul Gallagher(PG)/Sally Ann Cryan (SAC)/Helena Kelly (HK)/Matthew Lynch (ML)	Costed in approved School composite financial model (2014/2015-2019/2020)	16 <sup>th</sup> of January 2015 (Commencement of Sem. 2)	Benchmarked to management structure in the RCSI School of Medicine and externally benchmarked to other comparable Schools/Faculties of Pharmacy	In progress
Review of resource requirements before committing to significant increases in student numbers	3.2.i	Additional academic, operational and administrative staff	HK	Costed in approved School composite financial model (2014/2015-2019/2020)	Mar.-2015	Benchmarked to resourcing structures in SARA and externally benchmarked to other Schools/Faculties of Pharmacy	In progress
Extend the delivery plan to at least five years and update annually	3.2.ii	To be completed by end of Q.1, 2015	PG/SAC/HK/ML	To be determined (TBD)	Q.1,-2015	Institutional Strategy	Pending
Current management infrastructure to be reviewed	3.2.iii	Management structure put in place – to include three lead personnel from within existing staff	PG	Costed in approved School composite financial model (2014/2015-	Aug.-2014	Benchmarked to management structure in the RCSI School of Medicine and externally	Completed

School of Pharmacy



Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
		and new staff member as operations manager		2019/2020)		benchmarked to other comparable Schools/Faculties of Pharmacy	
Develop a work force plan to map current work load allocation and identify methods to streamline	3.2.iv	Qualitative review as part of the Professional Development Planning (PDP) for 2015	PG/SAC/HK/ML	No additional resource implications	Q.1 -2015 (Planning) and Q.4 -2015 (Close-out)	Internal comparative evaluation	Pending
Review of current office space	4.2.i	Space requirements reviewed, new space identified, layout -costed and all approved by RCSI SMT (07 <sup>th</sup> of Oct. 2014)	PG	Costed in approved financial model	Approved by RCSI SMT on 07 <sup>th</sup> of Oct.-2014	Internally and externally benchmarked by Estate Department and Design Team	Completed
Review current teaching space	4.2.ii	Teaching (including IT facilities) and research spatial-needs analysis to be constructed having reference to teaching and learning strategy for integrated Master of	PG/SAC	Allocation in approved School composite financial model (2014/2015-2019/2020)	Q.1, -2015 (identification of needs) with deadline for implementation of Q.3/Q.4-2015	Internally and externally benchmarked to curriculum, identified needs (including H. & S. requirements), research spatial strategy of College and external best practice	Pending

School of Pharmacy



Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
		Pharmacy					
Review current research accommodation	4.2.iii	Teaching (including IT facilities) and research spatial needs analysis to be constructed having reference to teaching and learning strategy for integrated Master of Pharmacy	PG/SAC	Allocation in approved School composite financial model (2014/2015-2019/2020)	Q.1,-2015 (identification of needs) with deadline for implementation of Q.3/Q.4 of 2015	Internally and externally benchmarked to curriculum, identified needs (including H. & S. requirements), College Master-Plan and external best practice	Pending
Develop systematic approach to staff engagement with HPEC	4.2.iv	Engagement with HPEC will be executed through the PDP process	PG/SAC/HK/ML	Time of relevant faculty	Q.1-2015 (Planning) and Q.4-2015 (Close-out)	HPEC engagement with other internal academic units	Pending
Standardise training in teaching and demonstration and make mandatory for Senior Demonstrators	4.2.v	HPEC training for Senior Demonstrators in teaching, assessment and communication	SAC	Time of relevant faculty	Q.4-2014	HPEC training scheme for Honorary Lecturers Salaried Researcher Route	Ongoing
Review IT facilities in professional teaching	4.2.vi	Teaching (including IT facilities) and research	PG/SAC	Allocation in approved School	Q.1-2015 (identification of	Internally and externally benchmarked to	Pending

School of Pharmacy



RCSI

Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
labs		spatial needs analysis to be constructed having reference to teaching and learning strategy for integrated Master of Pharmacy		composite financial model (2014/2015-2019/2020)	needs) with deadline for implementation of Q.3/Q.4-2015	curriculum, identified needs (including H. & S. requirements) and College Master-Plan; external best practice	
Continue to develop the strong quality ethos in School	5.2.i	Recruitment of a Quality and Operations Manager (Q.&Op. M.) as part of new management structure	HK	Costed in approved School composite financial model (2014/2015-2019/2020)	Target start date: 01 <sup>st</sup> of Mar.-2015	Externally benchmarked to other comparable Schools/Faculties of Pharmacy	Completed
Consider the creation of a role within the School to lead quality initiatives	5.2.ii	Recruitment of Q.&Op. M.as part of new management structure	HK	Costed in approved School composite financial model (2014/2015-2019/2020)	Target start date: 01 <sup>st</sup> of Mar.-2015	Externally benchmarked to other comparable Schools/Faculties of Pharmacy	Completed
Establish a lead role in education planning	6.2.i	Established Pharmacy Programmes Lead as part of new management structure	PG	Costed in approved School composite financial model (2014/2015-2019/2020)	Appointed on the 01 <sup>st</sup> of Sept.-2014 and operational from 16 <sup>th</sup> of Jan. -2015	Benchmarked to management structure in the RCSI School of Medicine and externally benchmarked to other comparable	Completed

School of Pharmacy



RCSI

Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
						Schools/Faculties of Pharmacy	
Encourage staff with curriculum development responsibilities to look outside the profession and to look abroad for new developments	6.2.ii	2015 PDP process for all relevant faculty	PG/SAC/HK/ML	Time of relevant faculty	Q.1-2015 (Planning) and Q.4-2015 (Close-out)	Other relevant career structures/professions	Pending
Utilise current peer observation process to support new staff and enhance current staff performance	6.2.iii	Align with FMHS implementation of peer observation	ML	Time of relevant faculty	Q.1-2015 - Q.4 - 2015	Institutional process aligned with best national and international practice	Pending
Encourage and support requests for sabbaticals for staff that need to upgrade the currency of their knowledge	6.2.iv	Interest of faculty in sabbaticals to be assessed through 2015 PDP and feasibility examined thereafter for	PG/SAC/HK/ML	To be determined (as part of feasibility analysis)	Q.1-2015 (Planning) and Q.4-2015 (Close-out)	Institutional process aligned with best national and international practice for a private HEI	Pending
Increase the use of feedback/feedforward	6.2.v	Align with FMHS implementation	ML	Time of relevant faculty	2014/2015 academic	Institutional process benchmarked with best	Ongoing

School of Pharmacy



RCSI

Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
-------------------------------------	------------------------------	---------------------------	---------------------------	------------------------	----------------------	----------------------------	------------------

		schedule of Feedback/Feedforward for 2014/2015				national and international practice	
Blue print assessments to be reviewed and systemised to ensure continued alignment	6.2.vi	Blue print assessment of Master of Pharmacy	James Barlow (JB)	Time of relevant faculty	Q.2-2014 (in advance of 'visitors' in Sept.-2015)	Benchmarked to internal guidance (Teaching and Learning Committee) and international best practice in assessment	Pending
		Assessment Strategy for integrated Master of Pharmacy	JB	Time of relevant faculty	Q.1-2014 (in advance of RCSI/NUI Accreditation in Feb.-2015)	Benchmarked to internal guidance (Teaching and Learning Committee) and international best practice in assessment	Pending
Exploit engagement with external stakeholders to discuss timing and placement of experiential learning experiences to ensure	6.2.v.ii	On-going development of relationships with Hospital Clinical partners	Ben Ryan (BR)	Time of relevant faculty	Q.4-2014 to Q.4-2015	To be benchmarked by RCSI Clinical Relationship Manager	Ongoing
		Affiliation for Pharmacy Practice Experiential	PG	Fully costed in Composite	APPEL to be established in	To be benchmarked to best North American	Pending

School of Pharmacy



RCSI

Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
suitability		Learning (APPEL)		(RCSI/TCS/UCC) 10 year financial model of APPEL	Q.2-2015 & operational in Q.4-2015	practice for Offices of Experiential Learning	
Consider current research governance processes within the School to enhance effective communication of expectations and research culture inc mentoring, internal peer review, strategic management of applications for seed funding	7.2.i	Pharmacy Research Lead as part of new management structure.	SAC	Time of relevant faculty	Governance processes established by Q.1-2015 and then ongoing	External benchmarked to comparable academic units in public HEIs	Pending
Consider strategic utilisation of	7.2.ii	Interest of faculty in sabbaticals to be	PG/SAC/HK/ML	To be determined (as part of feasibility	Q.1-2015 (Planning) and	Institutional process aligned with best national	Pending



School of Pharmacy



Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
sabbaticals to enhance research capacity and collaborations		assessed through 2015 PDP and feasibility examined thereafter for implementation in 2016		analysis)	Q.4-2015 (Close-out)	and international practice for a private HEI	
Consideration to be given to supporting staff to engage more actively in education research	7.2.iii	2014 & 2015 PDP process for all relevant faculty	PG/SAC/HK/ML	Time of relevant faculty	Q.1-2015 (Planning) and Q.4-2015 (Close-out)	Other relevant career structures/professions	Ongoing
Further develop alumni opportunities	8.2.i	Actions as per Implementation Plan of School Strategy (Aim 5) 2015	Anne Marie Blake (AMB)	Time of relevant faculty	Q.1-2015 to Q.4-2015	TBD (when RCSI Director of Philanthropy in post)	Ongoing
Scope and engage clinical sites for experiential opportunities	8.2.ii	Engagement of clinical and non-clinical sites so as to ensure Central Selection and Application Process (CAASP) of Master of Pharmacy is operational for academic session 2015/2016	ML	Central Selection and Application Process (CAASP) IT Project Manager	Q.4 2014-Q4.2015	No identified benchmark of direct relevance	Ongoing

School of Pharmacy



Quality Improvement Plan 14<sup>th</sup> October 2014

Recommendation in order of priority	SAR Reference PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
		Scope and establish memorandum of Understanding (MOU) with Our Lady's Children Hospital Crumlin	BR	Within scope	Q.3 2015	Established clinical partners of School	Ongoing
Periodical review of student needs and aspirations identified in the ISSE	9.2.1	Student needs identified through participation in Pharmacy Staff Meeting and Student Staff Meetings	Fiona O Brien and Zebunissa Ramtoola (FoB and ZR)	TBD	Q.4-2014 to Q.4 -2015	None	Ongoing
Engage with language and cultural support team early in recruitment process	9.2.ii	PG to determine feasibility (including cost) with RCSI Language Support Services	PG to engage with Helen Kelly (HeK) and other relevant persons	TBD	Q.1-2015	Foundation Year	Pending
Review student laptop provision policies to ensure consistency across college	9.2.iii	Position paper to SMT on replacement laptop for Senior Cycle students	PG and sponsorship from Hannah	SMT approved	Q.4-2014	SC1 (School of Medicine)	Ongoing