



RCSI

INTERNAL QUALITY REVIEW QUALITY IMPROVEMENT PLAN

RCSI DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

Quality Improvement Plan

**RCSI Bahrain
May 2018**

DOCUMENT CONTROL SHEET

Name of Unit	RCSI Bahrain					
Project Title	Institutional Review					
Document Title	Quality Improvement Plan					
This Document Comprises	DCS	TOC	Text	List of Tables	List of Figures	No. of Appendices

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Recommendation in order of priority	SAR/ PRGR reference	Response / Action Planned	Responsibility for Action	Resources Implications	Deadline / timeframe	Measurement / Benchmarking	Outcome / Status
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Mission, Governance & Strategic Planning

Develop a workload model that helps the institution to adjust the balance between the strategic pillars; strengthening Research and ensuring adequate emphasis on Community Outreach	SAR Section 3.3 PRG 4	Similar to RCSI Dublin, we do not have a university workload model in place. Various models have been discussed and debated among our academic staff under the guidance of our Workload Model Working Group, but no specific model has been agreed. At staff PDP sessions, based on the three requirements for academic promotion a) teaching, b) research and c) service which includes community, workload requests are accommodated where possible.	Vice President for Academic Affairs RCSI Bahrain Head of Human Resources	None	In progress and continuous	PDP process Promotions	In progress
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Organisation & Management

Improve the clarity, synergy and integration between RCSI Bahrain and Dublin through academic and	SAR Rec 3.1 PRG 5	VC etiquette (e.g. by having SOPs) is put in place for chairs of committees to ensure that engagement of members from all campuses is similar	Dean MHSB RCSI Dublin/Vice President for Academic Affairs RCSI Bahrain	None	Academic year 2018-2019		In discussion
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management structures							
Adjust organisational charts in order to ensure that they better reflect the University's functioning	SAR 3 PRG 5	We have reviewed the current organisation structure charts and feel that they fit our purpose. We will constantly review them as the organisation evolves and keep updated as appropriate.	Chief Operating Officer/ Associate Director Marketing & Communications	None	On-going updates	To be up to date at all times	Complete
Review the risk register on a more frequent basis	SAR section 3.5 PRG 5	The risk register has been reviewed and the reporting process updated to 6 monthly	Head of Estates & Support Services	None	May 2018	6 monthly review	Complete
Staff Details							



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Employ more permanent academic staff	SAR Section 4.2 PRG 6	In general, our approach to employment contracts for the last year has been to issue permanent contracts as opposed to fix termed ones, As contracts that are fixed term come up for renewal we will transfer them to permanent.	Chief Operating Officer/ Head of Human Resources	None	On-going	64% of full time staff on permanent contract versus Fixed Term.	In Progress
Embed promotion structures for non-academic staff	SAR Section 4.8 PRG 6	In line with RCSI Dublin, no formal promotions process is in place for non-academic staff. Rather, a focus has been placed through the L&D strategy on preparing internal staff for opportunities as they arise within the agreed organisational design	Chief Operating Officer Head of Human Resources	NA	Closed	Percentage of internal staff recruited for step up opportunities	Closed
Embed a formal appraisal system for academic and non-academic staff and to align professional development activities with a reward structure	SAR section 4.7/4.9 PRG 6	PDP Process developed through Zoho people with pilot commencing in September 2018	Chief Operating Officer Vice President for Academic Affairs Head of Human Resources	N/A	Ongoing	Staff participation and alignment to succession planning process	In Progress



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Implement pay scales for academic and non-academic staff members	SAR Section 4.9 PRG 6	No proposal currently in place to implement pay scales in RCSI Bahrain. Remuneration will continue to be monitored through regular benchmarking exercises and reviewing recruitment and attrition statistics	Chief Operating Officer/Head of Human Resources	N/A	Ongoing	Recruitment / Attrition statistics	Closed
Consider a teaching award for non-clinical lecturers	SAR Section 7.5 PRG 6	The University plans to set up an annual teaching award for non-clinical lecturers in the SOM for the next academic year 2018-19	Vice President for Academic Affairs/Head of Quality Enhancement	None	June 2019	Student feedback surveys	To be introduced AY 2019-20
Internal and External (Local and International) Quality Assurance Processes							
Instigate a programme review of the BSc Nursing Programme and schedule thereafter	SAR 5 PRG 7	Refer to Chair of A&QC	Chair A&QC	None	February 2018	Internal review process Benchmarked on BQA and NUI requirements	Process started



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Implement module and programme monitoring at all campuses as a standard component in its quality assurance and enhancement processes	SAR 5 PRG 7	Referred to QEO Dublin and for discussion and decision at the next Quality Committee	Director of Quality Enhancement RCSI Dublin Heads of Schools (Dublin) SARA (Dublin)	Training for staff on requirements		All RCSI sites will have embedded process for internal quality monitoring	Under discussion
Ensure that NUI expedites the delivery of external examiners' reports	SAR Rec 5.1 PRG 7	Discussed with RCSI Dublin. The Associate Director of academic Affairs (Dublin) will follow up with NUI	Associate Director for Academic Affairs, RCSI Dublin	None	October 2018	External examiners reports receive in timely fashion	In progress
Ensure that all results of QA reviews are fed back to students	SAR 5 PRG 7	All results of QA reviews are available on the VLE	QEO/Heads of Schools/Functions	None	May 2018	All results are on the QEO open access site, students are aware of this	In progress
Academic Board should monitor compliance of departmental heads with actions arising from QA/QE work	PRG 7	All Quality Improvement Plans produced by cycle/departments will be monitored, reviewed and require Academic Board approval. New Quality Monitoring Sub-	Chair of Academic Board-VPAA	None	May 2018	Impact of QMC and Academic board monitoring determined at year end	In progress



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		Committee (QMC) established					
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Student Recruitment

Recruitment and admission of all RCSI students from the Middle East should take place from a single Middle East venue	PRG 8	This is something that will be discussed with our colleagues in RCSI Dublin and will only be implemented if and when the time is right for such an action. Our current process is felt fit for purpose for both locations and minimises conflicts of interest currently. RCSI Dublin largely recruits in the region through sponsors, whereas Bahrain focusses on privately funded students.	Chief Operating Officer RCSI Bahrain Director of Admissions RCSI Dublin	None	To be reviewed again in Sept. 2018	N/A as of current time	Review again in Sept 2018
Quercus should be installed immediately and used to provide, prompt, detailed automated reports on applications etc.	SAR Rec 6.1 PRG 8	Quercus 'apply on-line' is already installed, the issue is around its usability. We will look at the options to either enhance or replace it over the coming months and put a proposal forward for EXCO approval and subsequently SMT.	Associate Director for Academic Affairs/Admissions Manager	None	Jan/Feb 2019	Delivery of relevant, timely reports	In progress
There should be at least two formal meetings per year between RCSI	SAR Rec 6.2 PRG 8	Improved communication between Student Recruitment and Admissions teams in Dublin and Bahrain will have clear benefits to operational	Chief Operating Officer RCSI Bahrain	None	To commence in Sept. 2018	Meetings to have taken place, with minutes and action plans	In preparation stage



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campuses to discuss matters such as student recruitment, demographic profiles, entry requirements and how competition for a cohort of the same students is managed		performance. A minimum of two meetings to discuss SR strategic planning and admissions requirements should be held in advance of the annual start date of each function	Director of Admissions RCSI Dublin			produced and implemented, where appropriate.	
All academic staff should be required to spend a minimum amount of time on recruitment and admissions	SAR Rec 6.3 PRG 8	A proposal document prepared by the Academic Director of Admissions was approved at SMAC and EXCO outlining a number of new approaches to ensuring sufficient interviewers were available to meet admissions requirements. In addition it has been agreed at SMAC that all academic staff will engage in the interview process	Head of School of Medicine Academic Director of Admissions	None	To commence Sept 2018	A record of all interviews are monitored by the Admissions Committee at which the Head of School is in attendance. This will facilitate maintaining a good level of input from medically qualified staff	Planned for September 2018
Medically qualified	SAR	The value of having medically	Head of School of	None	To commence	As above	Already in



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staff should be involved in admissions processes to engage better with prospective medical students	Rec 6.3 PRG 8	qualified persons involved in SR and admissions activities is understood and recognised. When possible SR and admissions activities involve medically qualified staff or alumni to better engage prospective students. It is proposed to create an alumni ambassador programme to help encourage and reward participation of alumni in SR and admissions activities	Medicine Academic Director of Admissions		Sept 2018		progress
In order to preserve quality, admissions should be based on merit rather than a first come first served basis	PRG 8	All students must first of all attain the required level of academic achievement and thereafter, whilst this is what we strive to, an understanding of the regional market is necessary, where applications are not done in line with developed countries admissions cycles. Whilst we will continue to strive to improve the quality of our intake (which our progression rate improvement would suggest we have been successful at) we need to be cognisant of the regional nuances and ensure that our policies are mindful of these. We continually strive to an earlier closing	Heads of Schools/Academic Director of Admissions /Admissions Manager	None	On-going	Quality of intake measured by academic achievement both prior and subsequent to joining RCSI Bahrain.	In progress



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		of admissions and a more selective process, but need to ensure that we meet our targets, whilst improving the quality of the intake.					
Curriculum, teaching, learning & feedback from students							
Promote intercampus mobility for all academic staff	SAR Rec 7.15 PRG 9	With the recent development of RCSI's Transforming Healthcare Education Programme (THEP), an increased number of academic staff have travelled and will continue to do so to RCSI Dublin to engage in this process and the development of the new RCSI medical curriculum. Staff have and will continue to travel to RCSI Dublin to update themselves on curriculum matters. It is envisaged that with the implementation of the new RCSI curriculum, more staff from RCSI Dublin will travel to RCSI Bahrain to assist with this.	Head of School of Medicine and HR	Travel & accommodation expenses	On-going	Measuring the occurrence of intercampus mobility and ensuring that this is enhanced. All new staff attend RCSI Dublin for an initial orientation.	On-going
Improve co-ordination of lectures between the campuses, move to a unified Moodle environment between	SAR Sec 7.6 PRG 9	A new unified Moodle environment is planned. This will be developed by RCSI Dublin and not RCSI Bahrain. It is planned in the Phase 2 of the RCSI's Transforming Healthcare	Head of ICT RCSI Dublin/Bahrain Heads of School of	RCSI is investing considerable financial and human	Phase 1 - AY 2019-20 Phase 2 will begin	N/A as of current time	In progress. Precise details are currently



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campuses and ensure a better cross campus communication between cycle heads		Education Programme (THEP). In addition, while intercampus cycle head communication continues to improve, this is also an integral part of Phase 2 of THEP.	Medicine Dublin & Bahrain /Cycle Directors Dublin & Bahrain	resources in Dublin and Bahrain in order to implement THEP.	AY 2020-21		being worked on.
The use of the sports staff and facilities available should be expanded to support students in healthy lifestyles	PRG 9	<p>The Student Health and Wellbeing Unit regularly involve the sports staff and facilities available throughout the academic year as follows:</p> <ul style="list-style-type: none"> -Sports facilities are used by the Student Health and Wellbeing team for the Mental Health Awareness Week held every year (eg. Shoot out for Mental Health basketball competition) -Sports staff speak regularly at various workshops arranged by the Student Health & Wellbeing Unit on the benefits of exercise for stress management and promotion of a healthy lifestyle -Students who require advice on exercise as part of lifestyle guidance 	<p>Head of Student Development & Wellbeing</p> <p>Head of Sports & Recreation</p>	None required	N/A	N/A	<p>Currently both departments work closely together on various activities such as campaigns and workshops that promote student health and well-being, throughout the academic year.</p> <p>It is not envisaged for</p>



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		<p>counselling provided by the Student Health and Wellbeing Unit are referred to a member of the sports staff.</p> <p>-The Student Development & Wellbeing Department and the Hub work together throughout the academic year to provide wellness and fitness campaigns.</p> <p>-The Student Development & Wellbeing Department refer to the Hub/exercise facilities in student self-help resources (booklets)</p>					the moment to further develop these activities.
Consideration should be given to more joint undergraduate medical and nursing teaching	SAR Rec 7.5 PRG 9	An Inter-professional Working (IPE) Group has been set up, chaired by the Head of the SON&M. Piloting of interacting sessions with reporting and evaluation, involving faculty and students from both schools has taken place. The Working Group is in the process of preparing an IPE plan for next academic year.	Heads of Schools of Nursing & Midwifery and Medicine	None	Ongoing and will be continuous		In progress
Further work on timetabling to	PRG 9	We will continue to ensure that all timetables are constructed so as to	Associate Director for Academic	None	Ongoing	All rooms used to optimal capacity	Under continuous



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maximise the use of the facilities should be explored		maximise the capacity within the University”	Affairs				review
Research Activity							
Explore ways to incentivise research collaboration between RCSI Dublin and RCSI Bahrain	SAR 8.1 PRG 10	Plan future Masters Programme with similar structure to that of Dilmun PhD’s	Heads of Schools of Postgraduate Studies & Research RCSI Dublin and Bahrain	Develop a curriculum for a Taught Masters in Health Sciences	2019 with final approval from the HEC in 2020.	Approval for a Taught Masters in Health Sciences delivered as a hosted programme in RCSI Bahrain.	Approval expected in 2020
Higher engagement between the Research Offices in RCSI Bahrain and Dublin and discussions between the Directors of Research on how best to achieve good	SAR Sec 8.2 PRG 10	This is essential and builds on the strong relationship between the two Postgraduate Heads. Good contact has been established with the Research Office in Dublin and strong support has been forthcoming from the research office Manager and the Director and deputy Director of	Head of School of Postgraduate Studies Director of Research RCSI Dublin	Contact will be through Skype and face to face meetings during visits.	Ongoing	Meetings by formal Video – Conferencing 4 times a year. Utilise the expertise of the research office to deliver on the	Already established



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Maximally exploit opportunities for collaborative research between RCSI Bahrain and KHUH	SAR 8 PRG 10	RCSI Bahrain already links up well with KHUH and both support each other's research and conferences. In 2016 a joint International Research Conference was held. The new Oncology Centre gives RCSI Bahrain an opportunity to build closer ties and expand the research by the Oncology Cluster.	Heads of Schools	Future Academic appointments are likely to be of those with a background of active oncology research. There may need to be investment in Stem Cell Research.	September 2019 onwards	Establishment of sound oncological research by 2020.	In progress
Encourage clinicians in KHUH and other hospitals to participate as much as possible in RCSI Bahrain's research activities	SAR 8 PRG 10	As above. KHUH clinicians are already engaged through the status of lecturers/ Associate Professors and Professors. They also support the student selected components, student summer research projects and the clinical electives.	Heads of Schools	Engaging with clinicians through CPD	Continuing progress	As RCSI Bahrain faculty expands there should be more opportunity to involve clinicians from all three major teaching hospitals.	In progress
Recruit post-doctoral fellows to allow the academics to manage teaching/research	SAR 8 PRG 10	Plan in place to appoint 3 research assistants for academic year 18/19. Revised recruitment procedures agreed and signed off with SPGR,	Head of School of Postgraduate Studies & Research	Salary for the postdoc and living expenses.	Expecting this to occur in academic year 2018/19	Visit of Postdoc from Dublin	In discussion



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activities		PI's and finance	Head of Human resources				
Further expenditure on RCSI Bahrain's research infrastructure is necessary	SAR Rec 8.5 PRG 10	We will continue to grow investment in Research, but wisely and constructively. Partnerships with stakeholders will further help to enhance this and improve our access to specialist facilities.	Head of School of Postgraduate Studies & Research Head of Finance	To be monitored and be part of the approved budget, subject to HEC approval	Annual review	Infrastructure developments as required	In Progress
Explore of the possibility of introducing an intercalated degree with a high research component in the 'extra' year	PRG 10	RCSI Bahrain must follow the lead of RCSI Dublin in this matter, which has been discussed. An intercalated degree may be introduced as part of Phase 2 of THEP in Dublin and discuss with HEC as to applicability in Bahrain	Head of School of Postgraduate Studies & Research Vice President for Academic Affairs	To be determined	Phase 2 of the curriculum development 2020 onwards		In progress
Strengthen the Health Professions Education Research cluster and develop a Health Services Research cluster to enhance quality medical and	SAR Rec 8.4 PRG 10	There is already a Health Professions Education research cluster which has been active over the last 3 years. This has resulted in publications and one of the activities is in supporting the Postgraduate Diploma in Health Professions	Head of School of Postgraduate Studies & Research	The programme is jointly delivered by the Health Professions Education Centre (Dublin)	The initial submission to the AQ&C is being undertaken by RCSI and subsequent	Maturity of the cluster with the Diploma in Education	In progress



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nursing education research		Education. RCSI Bahrain will seek to add this programme to our licence in the future. Additional ways of strengthening this cluster will be explored. Whether an additional health services research cluster is necessary will also be investigated		and staff in Bahrain. The formula has worked well but staff in Bahrain will need additional time to take on sole responsibility in the future.	submission to the HEC will be done by RCSI Bahrain. Expected time frame is 2020/21		
Encourage and support staff to enhance their publishing record	SAR Rec 8.1 PRG 10	Staff are supported with a publishing budget of \$30k. To date this has allowed online publishing to encourage our citations, which has grown from 27 to 48 and many in peer reviewed high impact factor international journals.	Head of School of Postgraduate Studies & Research	The budget will need to be increased steadily per year aiming for \$40k for 2022	Aim for 70 publications by 2022	Growth in research activity measured by participation and publications	Ongoing
External Relations							
Consider including an outreach programme in the curriculum across all RCSI campuses	PRG 11	This will need further work and has been discussed with the HoS of Medicine in RCSI Dublin. He is of the view that we probably do more outreach activities here in Bahrain. In Dublin, in FY, they have 'REACH'	RCSI Dublin Vice President for Academic Affairs	To be determined			Under review



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		programme where students visit local schools and help the school students with their science subjects					
Expand the community outreach programmes and to facilitate greater inclusion of medical students in them	PRG 11	In addition to offering medicine students (cycles to be confirmed) the opportunity to participate in Mobile Unit events (excluding school visits), after completing the necessary training, we are in the process of exploring a number of public health events for both medicine and nursing students to participate in.	Community Outreach Manager Head of School of medicine	N/A	Semester 1 AY 18/19	Increase in student participation and inter-professionalism. Measured by the number of both medicine and nursing students working together.	In development
Support services							
Continue with the efforts to and ensure equivalent access to elective placements for	PRG 12	Increase the number of elective spots (Clinical and Research) available to RCSI Bahrain students by expanding the network of agreements and liaise	RCSI Dublin Recognition, Careers & and Alumni Managers	Networking trip to Canada, meetings in Dublin, more	Ongoing	Growth in the number of elective spots dedicated to	Ongoing. This year we saw increase in the number



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students at RCSI Bahrain wherever possible		with Dublin.	across sites	spots in the US (Lahey).		RCSI Bahrain measured by the number of spots and agreements	of clinical and research elective posts for RCSI Bahrain students.
Invest in a greater number of trained librarians	SAR Rec 10.3 PRG 12	Organisational review process to be commenced in September 2018 following discussion and agreement with Chief Librarian in RCSI Dublin. This model follows a similar exercise recently undertaken in RCSI Dublin	Head of Human Resources Deputy Associate Director for Academic Affairs	To be determined by the outcome of the Organisational Review process	Q4 2018	RCSI Bahrain library has resources available to ensure crossover of knowledge and to support both student and research development Benchmark against other similar size Libraries in the Middle East.	In progress
Develop Arabic language learning beyond level 1 for non-Arabic speakers	PRG 12	This will be explored with the Heads of Schools and Language & Culture unit	Head of Language & Culture unit	Potentially, additional Arabic language tutor/s		Enhancement of English language skills	In discussion



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