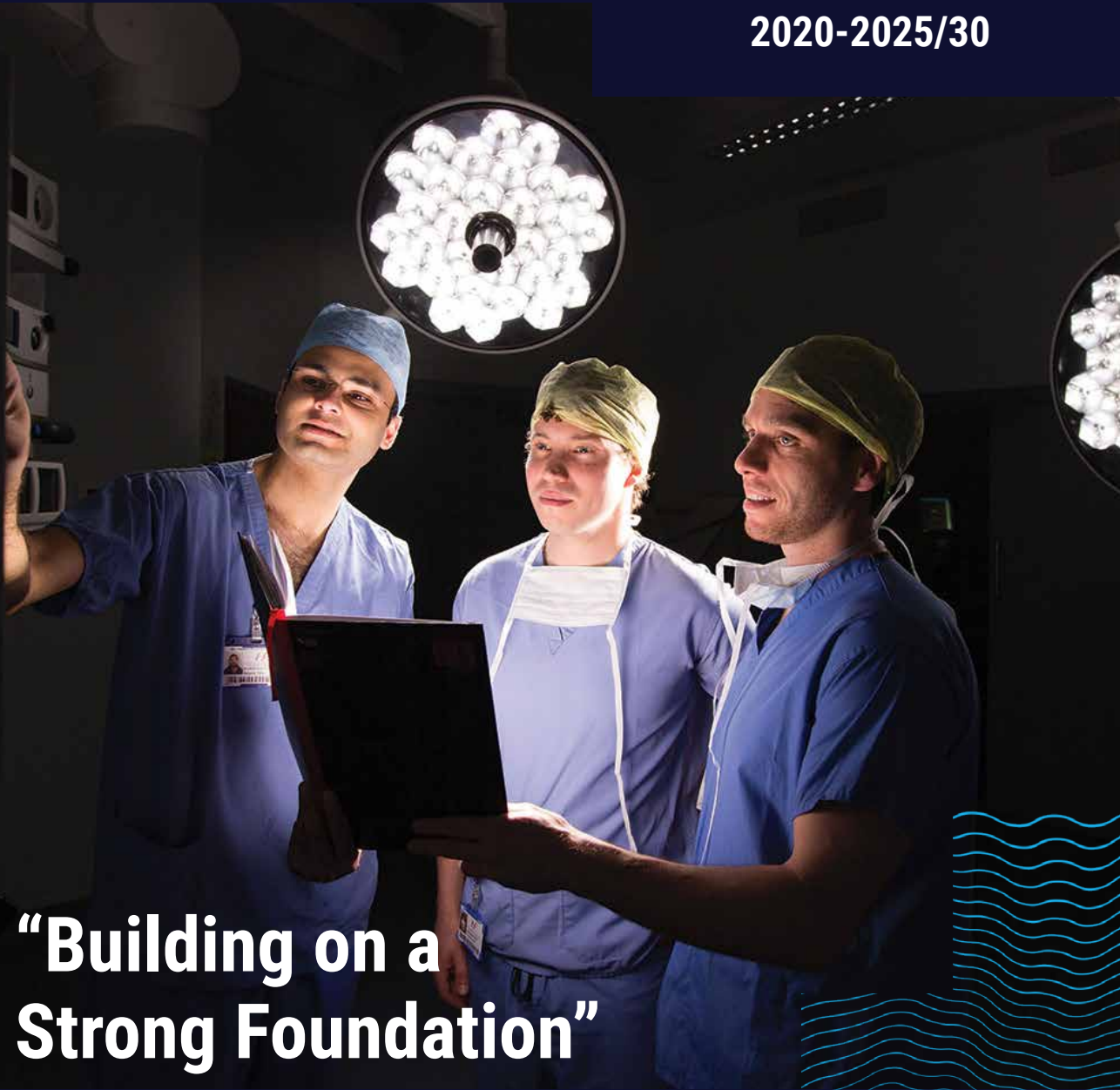


School of Medicine STRATEGY

2020-2025/30

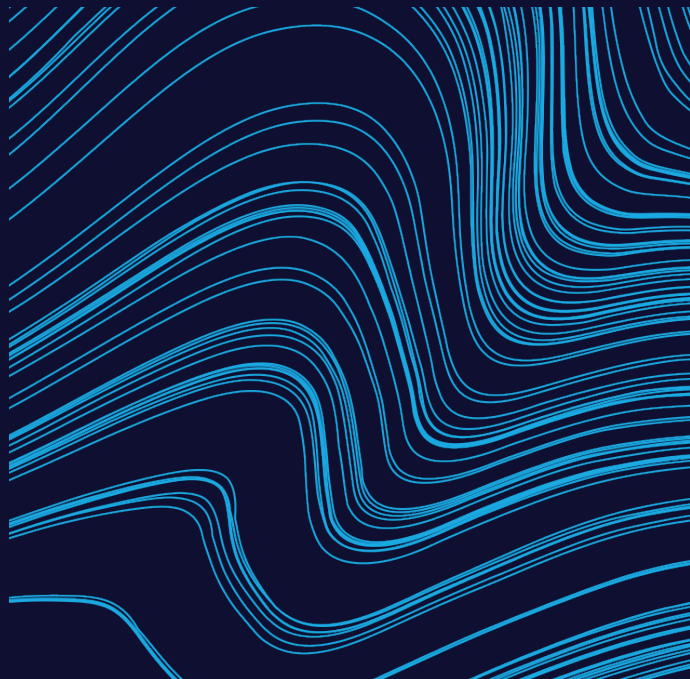


**“Building on a
Strong Foundation”**



UNIVERSITY OF
LIMERICK
OLLSCOIL LUIMNIGH

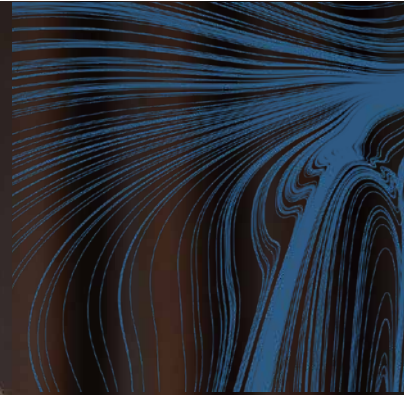
School of
Medicine





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Foreword



Building on our strong
foundation of innovative
education and pioneering research

On behalf of the School of Medicine, I am delighted to present the first strategic plan of the newly launched University of Limerick School of Medicine. Having commenced with our first cohort of 32 medical students as the Graduate Entry Medical School in 2007, our new title and mission reflects the expansion of the School to include other programmes and future initiatives.

Building on our strong foundation of innovative education and pioneering research and aligned with our University's strategy, UL@50, this strategy sets out the roadmap for the next five to ten years. We will continue to deliver education and research programmes of the highest quality whilst working towards improving health outcomes in the communities we serve. We recognise that our success depends on our people and our partnerships, without whom the implementation and delivery of this strategic plan would not be possible. We will continue to promote a positive culture within the School and greater collaboration with our partners. We will also seek to optimise and enhance the School's governance structures to best position ourselves to realise our full potential.

This strategy was written following extensive consultation with stakeholders across the School and our partner clinical training sites. I would like to thank everyone who contributed to this process and who continue to support the ongoing development of the School and of our students including our valued members of faculty, staff, tutors, clinical supervisors, alumni, our Advisory Committee and members of the public.

A handwritten signature in black ink, reading "Deirdre McGrath". The signature is fluid and cursive, with a large loop at the beginning and a long, sweeping tail that extends to the right.

Professor Deirdre McGrath
Head of School

Timeline

2007 - 2010

- First Medical School established since the foundation of the Irish State with a unique and innovative graduate entry medical degree programme. First cohort of 32 graduate medical students commence (2007)
- School's first research post-graduate students enrolled (2010)

2013 - 2015

- Launch of UL – NUIG Joint Academy for Medical students at Portiuncula Hospital, Ballinasloe (2013)
- School's first research graduations (2013)
- Inaugural UL Teddy Bear Hospital launched (2013)
- Ireland's first Practitioner Entry Paramedic Studies Degree Programme commences with 22 students (2014)
- Opening of purpose built Education Centre at St Luke's Hospital, Kilkenny (2015)

2011 - 2012

- Opening of School's Education Centre at South Tipperary General Hospital, Clonmel (2011)
- First graduates of the Medical School (32 graduates) (2011)
- Launch of UL's Centre for Interventions in Infection, Inflammation & Immunity (4i Centre) (2012)
- New purpose built Medical School building opens on UL campus (2012)

2016

- Ireland's first Paramedic Studies Degrees awarded
- Paramedic Studies undergraduate full degree commences with 16 students in first cohort
- Anatomy teaching is complemented by the arrival of anatomage tables to enhance the School's unique approach to anatomy teaching
- The state of the art DaVinci robotic system was introduced to University Hospital Limerick (UHL)

2017

10 year anniversary celebration of the School in Sept 2017

Discovery of the mesentery organ by Prof Calvin Coffey's research team

State of art Clinical Education Research Centre (CERC) opened at UHL

2019

Public and Patient Involvement (PPI) Research Unit is designated as a WHO Collaborating Centre for Migrants' Involvement in Health Research

2018

Medical curriculum receives a National DELTA (Disciplinary Excellence in Teaching Learning & Assessment) Award from the National Forum for Teaching & Learning

School was awarded the Athena SWAN Bronze gender equality accreditation

149 Medical students conferred in largest graduation to date

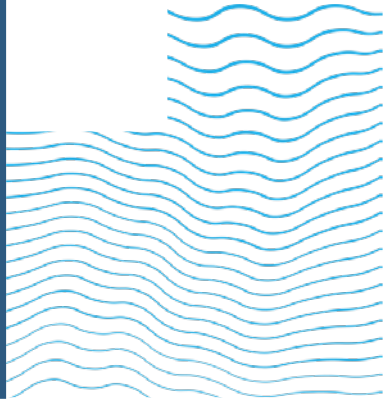
MSc in Health Professions Education launched

2020

Rebranding of School to 'School of Medicine'

University status awarded to University Midland Regional Hospital, Tullamore

MSc in Public Health commences (amid a global pandemic)



The School of Medicine was established in 2007 and is the first new medical school to be founded since the emergence of the Irish State. The School is the first graduate entry medical school in Ireland and the first to integrate problem-based learning techniques in its medical degree curriculum. The School is one of six departments within the University of Limerick's Faculty of Education and Health Sciences (EHS).

Innovation in Education

In the early years of the School, the primary focus was on the development and expansion of the Bachelor of Medicine Bachelor of Surgery (BMBS) programme. This programme is a four-year medical degree open to graduates from any discipline. It is fully accredited by the Medical Council of Ireland.

The BMBS programme is unique for Ireland in that it is grounded in a student centred, integrated, problem-based, adult, self-directed learning model and places a firm emphasis on community-based and collaborative education.

In 2015 and 2016, the School launched two Degree programmes in Paramedic Studies (Level 8 practitioner and direct entry); the first of their kind in Ireland. Building on its innovative teaching and education methods, an innovative

MSc in Health Professions Education commenced in 2018 and a pioneering MSc in Public Health was launched in 2020.

From the outset, the School embraced technology as a complementary educational resource. Its focus on technology and innovative programmes has ensured that the School can adapt quickly when faced with challenges.

The School has worked closely with other UL departments and external bodies on education initiatives that have resulted in organisations, such as UL's Civil Engineering & Materials Science department (now part of the School of Engineering) and the Garda College (Ireland's national police training institution), adopting Problem Based Learning methods.

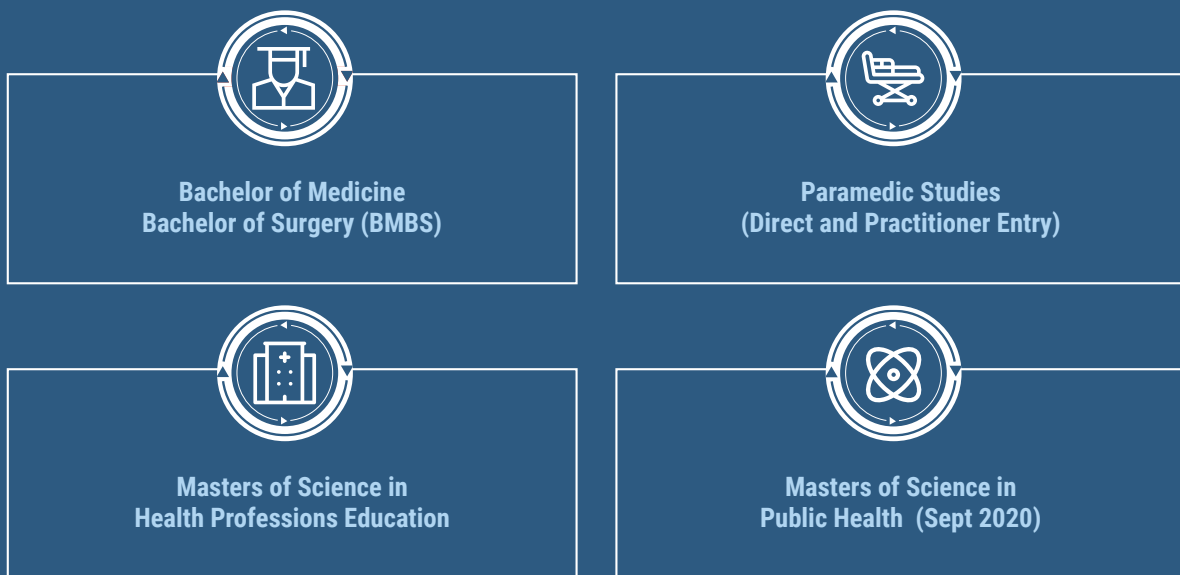


Figure 1 School of Medicine Degree Programmes

Research

The programme of research that was established in 2010 now spans the following areas:

- ▶ Biomedical sciences
- ▶ Medicine
- ▶ Surgery
- ▶ Primary and pre-hospital care
- ▶ Medical education research
- ▶ Public and patient involvement in health research

The School hosts the Centre for Interventions in Infection, Inflammation & Immunity (4i) which gathers like-minded researchers from across the university and distributed clinical campuses, in addition to the general practice network that has long been affiliated with the School. The 4i Centre provides the vision, sense of identity, support and

guidance that enables existing and new researchers as they continue to contribute to medical knowledge. In addition, the School is home to the Public and Patient Involvement (PPI) Research Unit that is designated as a WHO Collaborating Centre for Migrants' Involvement in Health Research.

Notably, research supported by the School has focused on understanding, and providing solutions to, healthcare challenges that are relevant both regionally and internationally. Examples of specific advances include:

- ▶ Characterisation of hospital acquired infection outbreaks
- ▶ Detection of delirium
- ▶ Medical device development
- ▶ Radical updating of our understanding of abdominal anatomy



Facilities

Campus-based teaching takes place in an award-winning building that was custom designed for teaching small groups of students. Clinical-based teaching happens across a distributed network that includes its main teaching hospitals, the University Hospitals Limerick Group and five partner hospital sites: South Tipperary General Hospital, Clonmel; St Luke's Hospital, Kilkenny; Midland University Hospital, Tullamore; Midland Regional Hospital, Portlaoise; Portiuncula Hospital, Ballinasloe. This partnership network also includes over 140 general practices and the Northwest Ambulance Service in the UK.

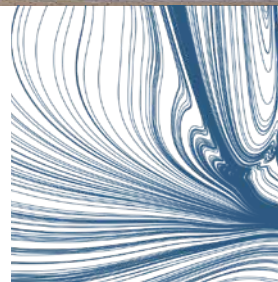


Figure 2 Partner Hospital Sites and Services



Education facilities include a state-of-the-art Clinical Education & Research Centre (CERC) at University Hospital Limerick, an academy building at St Luke's Hospital Kilkenny, education centres at the School's other hospital clinical sites, and fully equipped general practice teaching 'hubs'.

Laboratory research is facilitated in a custom-built laboratory, and writing-up premises, on campus in the School of Medicine. In addition, the School added an ultra-modern biobanking and sample preparation laboratory to the CERC building at University Hospital Limerick. It is anticipated that this facility will enable closer collaboration with UL's Health Research Institute (HRI) and its Clinical Research Support Unit (CRSU). Research-oriented clinicians can provide research opportunities for medical students interested in translational research.

The School's University of Limerick Education and Research GP Network (ULEARN), the EHS Health Science Academy (HSA), and the establishment of Medical Education Liaison Groups (MELGS) along with our partner clinical sites, are unique vehicles that serve to strengthen and grow the School's education and research partnerships.

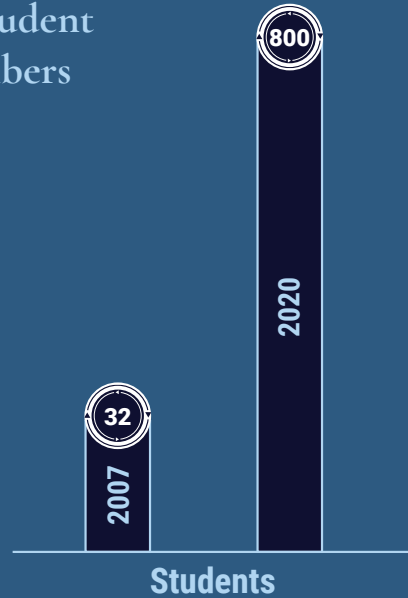
The School of Medicine forged strong links with several North American medical schools to provide our students with clinical electives in a variety of specialties. Feedback from North American institutions included compliments on the clinical proficiency and exceptional medical communication skills of UL School of Medicine students during their enrolment in these electives.



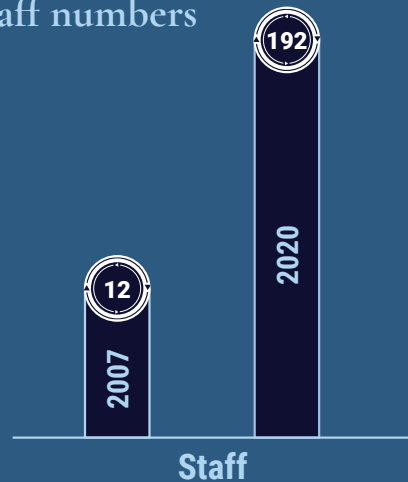
Growth

From an initial intake of 32 students in 2007, student numbers have grown to 800 in 2020. Staff numbers have grown in total from 12 in 2007, to 192 in 2020. Beginning with three faculty, six hourly paid teaching staff and three administrative staff, the School now has thirty faculty, 86 hourly paid teaching staff, 38 administrative/technical staff, and 38 clinical tutors/fellows.

25 times increase
in student
numbers



15 times increase
in staff numbers



Pioneering robotic surgery
at our partner site University
Hospital Limerick – first dual
console Xi robot in Ireland





Faculty

The School has 22 academic faculty, eight clinical academic faculty (jointly appointed by the university and the Health Service Executive (HSE)), and 300 adjunct faculty. The contribution of the School's faculty to healthcare in the region includes:

- ▶ Pioneering robotic surgery
- ▶ Developing disease surveillance systems
- ▶ Delivering healthcare to marginalized groups
- ▶ Providing clinical academic leadership to our University of Limerick (UL) Hospital Group and to our general practitioners (GPs)

Feedback from clinical staff indicates that involvement in our programmes helps to keep them up to date on clinical knowledge and evidence-based practice. Our students and graduates are providing an increasingly valuable resource through their engagement with clinical placements, and as interns and postgraduate trainees, within the Mid-West region and across our partner clinical teaching sites.

Involvement in our programmes keeps clinical staff up to date in their clinical knowledge and in evidence-based practice

Pupils from local primary schools learn about health and illness from a second year Medical student at the School of Medicine Teddy Bear Hospital



95 scholarships awarded
to students from less
advantaged backgrounds

Community Engagement

Since its establishment in 2007, the School has promoted engagement with our community. This culture of involvement with the people around us is nurtured through access, education (including our community-focused programmes), research, outreach, and volunteerism. This commitment has resulted in both our students and staff leading and contributing to the establishment of a wide range of community initiatives such as:

- ▶ Teddy Bear Hospital (the much-loved children's activity)
- ▶ Limerick's Partnership in Health Equity Programme
- ▶ Adapt House Health Education Programme
- ▶ UL's Community Wellness, Empowerment, Leadership & Life Skills (CWELL) programme

In an effort to encourage individuals from less advantaged backgrounds to view a career in medicine as an option, the School, in conjunction with Atlantic Philanthropies, operates an access-route based scholarship funding programme for students. Since its inception in 2008, the scholarship programme has enabled 95 students to undertake the BMBS programme. For AY2019/20, the School committed to providing a full scholarship and maintenance grant for a University of Sanctuary student (a student who identifies as a refugee, asylum seeker, or a person in a refugee-like situation as defined by the UNHCR 1951 Refugee Convention).

The current round of philanthropic funding is due to finish in AY2021/22 and the School is already working to source future funding for this incredibly worthwhile initiative.

International recognition as a WHO Collaborating Centre for Migrant Involvement in Health Research





Recognition

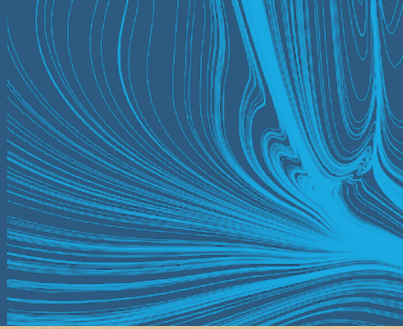
The National Forum for Teaching and Learning has recognised the School as a leader in medical education. The Disciplinary Excellence in Learning, Teaching and Assessment (DELTA) award was bestowed on UL School of Medicine for its innovative and integrated medical degree curriculum.

In 2018, the School was awarded the Athena SWAN Bronze gender equality accreditation. This internationally recognised award demonstrates the School's commitment to promoting a culture where our staff and students, irrespective of their background, feel welcome, valued, supported, integrated, and have equal access to opportunities.

Research within the School is having significant impact nationally and internationally. The School's Public and Patient Involvement Research Unit received international recognition in 2019, when it was designated as a WHO Collaborating Centre for Migrant Involvement in Health Research. Research in abdominal anatomy has also been recognised worldwide in the updating of the renowned textbook, Gray's Anatomy.

At a national level, research at the School has been recognised through prizes awarded by the Royal Academy of Medicine in Ireland (RAMI) and the Irish HSE. Some of the awards include:

- ▶ 2013 Royal Academy of Medicine in Ireland Awards (General Practice)
- ▶ 2014 Royal Academy of Medicine in Ireland Awards (Surgery)
- ▶ 2014 and 2017 the Irish Government's HSE Award for Quality & Patient Safety Research
- ▶ 2018 Royal Academy of Medicine in Ireland Awards (Surgery and General Practice)



We intend to deliver on our Strategic Plan through two 5-year implementation plans with the support of our internal and external stakeholders

Challenges

Globally, humankind faces challenges which include recovering from the COVID19 pandemic, climate action, creating sustainable cities and communities, reducing inequalities, promoting health and wellbeing, gender equality and inclusive societies.

Nationally, our healthcare service faces challenges such as recruiting and retaining staff, an ageing population with chronic diseases, and barriers for patients accessing care based on need. SlainteCare, a ten-year programme to transform the health and social care system in Ireland, recognises the need to re-orient the model of care from acute hospitals to an integrated model with primary and community care. However, there is also a worldwide recruitment and retention crisis in general practice and workforce planning has identified the need to train more general practitioners as an urgent priority. Several factors appear to contribute to our graduate doctors choosing careers in general practice such as:

- ▶ Exposure of our medical school students to general practice as part of the formal and hidden curriculum
- ▶ Use of longitudinal integrated clerkships
- ▶ Positive experiences and role models in general practice

To address recruitment and retention of general practitioners and arrest the decline in general practice as a career choice for medical school graduates, the development and delivery of such

bespoke models of medical education within our medical school is proving to be a successful strategy. These factors seem to be positively affecting the number of our graduates choosing a career in general practice which is now comparable to the best performing medical schools in this regard in the UK.

Regionally we also face challenges. The Mid-West of Ireland has a population of approximately 400,000 people, with a quarter of those living in Limerick city or its suburbs. The region has a growing elderly population, and, like many urban centres, some areas of Limerick city have a long history of social deprivation and unemployment.

At university level, the School operates within a devolved budgetary system. In the norm, this model can create challenges around maintaining programme quality while at the same time growing and expanding the School. The significant financial impact of the COVID19 pandemic on the higher education sector in Ireland will invariably contribute further to this challenge over the next few years.

It is timely therefore to develop and plan the future of the School of Medicine, linked to the UL@50 Strategic Plan (2019-2024) which has goals of transforming education, research excellence, internationalisation, engagement with Limerick and the region, and empowering its people.

We intend to deliver on our Strategic Plan through two 5-year implementation plans with the support of our internal and external stakeholders.

Highlights



**First New Medical School
in Ireland in 150 years**



**Pioneering Robotic
Surgery**



**DELTA
Award**



**Graduated 34
MD/PhD Students**



**Athena SWAN
Award**



**Graduated 1071
Medical Doctors (BMBS)**



**Developing Disease
Surveillance Systems**



**First Paramedic Degree Programme
in Ireland**



**15 times increase
in staff**



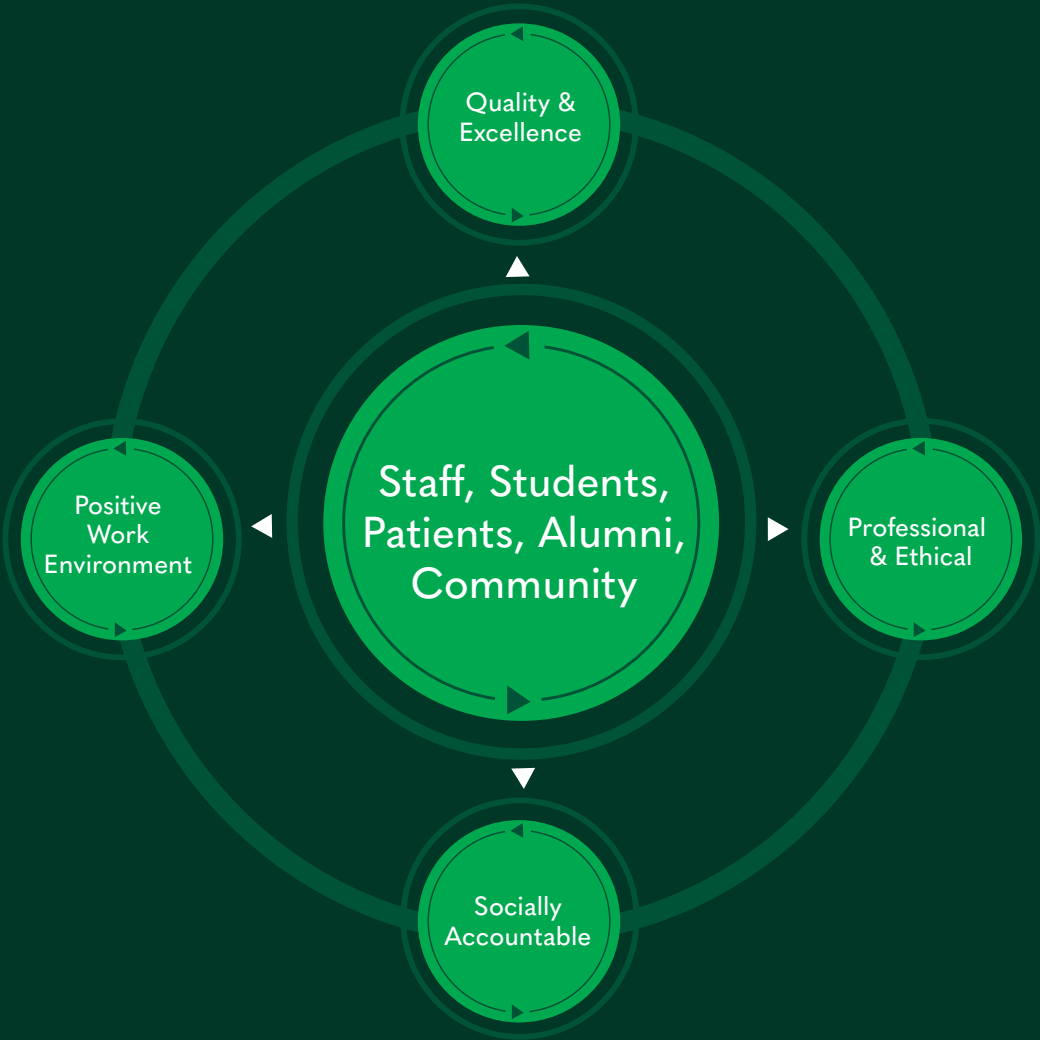
**25 times increase
in students**

Strategic Plan Development Process



Strategic Plan Development Process

All stakeholders of the School of Medicine; students, staff, tutors, clinical supervisors, and alumni, were invited to provide input into the future direction of the School. Town Hall meetings and surveys were used to facilitate consultation which was overseen by a Strategic Planning Committee and an external Advisory Group. The School's vision, mission, values, and strategic priorities were drafted and presented at a World Café for evaluation by the School's management team, faculty, student, and hospital representatives.



OUR VISION

The School of Medicine aims to be a world class medical school delivering leading-edge education and research programmes that positively impact the health and well-being of our global community.

OUR MISSION

Through an inclusive, collaborative and supportive culture we will deliver inspiring and distinctive education and research programmes of the highest quality, producing outstanding, internationally recognised graduates and leaders in Medicine and Health, enhancing healthcare and its delivery to patients and communities.

We will achieve this mission by:

Continuing to produce excellent graduates and leaders who are collaborative, lifelong learners, focused on both individual and population health with due regard to ethics, resources, and societal challenges.

Developing partnerships with members of the public, patients, and other key stakeholders in clinical, policy, and industry settings to produce research and advocate for changes that will enhance the quality and outcomes of healthcare in Limerick, the Mid-West, Ireland and globally.

Optimising our teaching, learning, and research to increase their impact on and benefit to our communities, in areas such as primary and social care.

Fostering a culture of collaboration and innovation across our academic and clinical education and research programmes and promote an inclusive environment that ensures the health, well-being, and development of all our staff and students.

Expanding our infrastructure to support academic diversification, growth, and excellence.

OUR VALUES

The School of Medicine holds its staff, students, patients, and community at its core and promotes quality, excellence, and social accountability while fostering a positive and professional work environment.

Student using
anatomical model
for learning





Education

Academic Excellence and Diversification



Research

Research with Impact



Culture & People

Promoting an Empowering, Supportive and Inclusive Culture



Community & Healthcare

Improving Healthcare Outcomes



Governance

Effective Governance and Economic Stewardship



Education

Key Objective: Academic Excellence and Diversification

We will continue to produce excellent graduates whilst diversifying our offerings and developing new programmes in line with an expansion of our faculty, staff, and physical facilities.

Summary of Education Aims

Through our transformative pedagogies and innovative curricula, we will continue to provide students with an engaging learning experience that fosters life-long and collaborative learning. We will enable students to develop as independent, creative, and critical thinkers to facilitate them on their journey toward developing their professional identity as health care workers, scientists, researchers, and educators.

Our innovative academic models, with their integrated, problem-based, collaborative, and community-focused education, will not only shape the ambitions of our students from all backgrounds but will also address the workforce needs of healthcare systems regionally and nationally.

Measuring the Effectiveness of the Education Strategy

By monitoring the following criteria, the School can assess the impact of the education strategy over time:

- ▶ Demand for undergraduate and postgraduate programmes
- ▶ Student numbers
- ▶ Number of countries represented in the international student body
- ▶ Awards for achieving academic and research excellence
- ▶ Levels of student, graduate, and employer (programme director) satisfaction with our programmes based on engagement survey data
- ▶ Graduate employability and career tracking data

Table 1 indicates the specific objectives of the education focus

Objectives

A high calibre and diverse student population

Excellence in knowledge, skill, and professional attitudes amongst our students

New modules, programmes, and strategies which underpin future growth and that recognise and build upon expertise within our School, our university, and our partner networks

A larger and more diverse student and staff body

Action Plan

- ▶ Strive to achieve international recognition for excellence in learning, teaching, and assessment to attract quality students from diverse backgrounds
- ▶ Encourage and celebrate student excellence through internal and external awards
- ▶ Develop the skill set necessary to prepare students for their role as future leaders in health and medicine
- ▶ Build on our existing bespoke models of teaching and learning to oversee the development of new programmes which are based on community and national priorities
- ▶ Grow student numbers through an expanded suite of flexible and collaborative undergraduate and postgraduate programmes
- ▶ Explore global markets and offer flexible learning opportunities
- ▶ Source funding to support the maintenance of the School's Scholarship Programme





Research

Key Objective: Research with Impact

We will strengthen our research capacity and expertise, our infrastructure, and health research partnerships to assure success in performing pioneering research in targeted areas that will deliver impact regionally, nationally, and internationally.

Summary of Research Aims

Our researchers' focus will enable innovative, transformative research that enhances our understanding of health and disease. Specifically, our objectives are to contribute new insights into prevention of disease, improve healthcare systems and quality of life, and to develop diagnostic and therapeutic innovations.

The School will continue to foster research ambition across all our specialities regionally, nationally, and internationally. We intend to leverage our profile to help attract early career researchers with strong potential, in addition to established research leaders. Our culture of support and encouragement for all researchers will underpin their efforts in realising their ambitions.

We are committed to strengthening our research partnerships with academic colleagues in departments, Research Institutes and Centres across UL. Some examples of these research partners include:

- ▶ Health Research Institute
- ▶ Bernal Institute
- ▶ Lero (the Irish software research centre)
- ▶ Our clinical partners
- ▶ Members of the public
- ▶ Patients
- ▶ International collaborators

We will lead and contribute to research that contributes to understanding disease, population health, clinical practice, and health outcomes in Ireland and globally.

Measuring the Effectiveness of the Research Strategy

By monitoring the following criteria, the School can assess the impact of the research strategy over time:

- ▶ Number of successful grant funding submissions and overall increase in grant income
- ▶ Volume of top decile and quartile one publications
- ▶ Amount of health research being conducted in partnership with the public, patients, and other key stakeholders
- ▶ Research postgraduate and postdoctoral numbers
- ▶ Level of research support relative to growth in research activity

Table 2 Research: Action Plan

Objectives

New insights into prevention of disease, improving healthcare systems and quality of life

Synergy between the University's current and planned Research Institutes and Centres and our areas of research excellence

International, interdisciplinary, and cross-sectoral research partnerships to promote excellent research

Increased national and international funding applications, research outputs and postgraduate supervision capacity

Enhance research capacity in our School and across our affiliated clinical network



Action Plan

- ▶ Recognise research conducted in partnership with the public, patients, and other key stakeholders in bio-medical, clinical, policy and industry settings
- ▶ Develop diagnostic and therapeutic innovations
- ▶ Encourage, enable, and mentor our researchers to increase the number of top decile and quartile one publications, and grant funding applications, particularly EU and non-exchequer funding
- ▶ Promote research with impact
- ▶ Enhance research culture in the School and its affiliated clinical sites through promotion of interdisciplinary national and international collaborations and the provision of appropriate research support
- ▶ Encourage the principles and practices of meaningful Public and Patient and other stakeholder involvement across our health research programmes
- ▶ Encourage internal talent and provide support to both research leaders and researchers at early stages of their career
- ▶ Foster a culture of PhD supervision by all eligible faculty members and expand the number of academic staff eligible to supervise such research
- ▶ Successfully maintain or increase in the numbers of conferred PhD and MD candidates
- ▶ Recruit and retain high quality researchers across the career pathway (early - mid – senior level)
- ▶ Encourage engagement with research networks
- ▶ Provide research infrastructure, including necessary laboratories and specialised equipment, to enable biomedical and molecular medicine research



Culture & People

Key Objective: Promoting an Empowering, Supportive and Inclusive Culture

We will create a positive and inclusive environment that promotes the health and wellbeing of our staff and students and empowers them to reach their full potential.

Summary of Culture & People Aims

Our culture defines the environment in which we work and learn. It includes our mission, values, beliefs, expectations, and the way we behave and interact with each other.

Our values of Equality Diversity and Inclusion (EDI) align with the University's Equality and Human Rights Strategy and Gender Action Plan and with the national and international EDI agenda. These values support innovation, creativity, engagement, and attraction and retention of the best talent.

We will continue to provide an environment that effectively promotes the health and wellbeing of our staff, students, and communities and empowers them to reach their full potential.

We will embrace initiatives that lead to a sustainable environment for our students and staff.

Measuring the Effectiveness of Culture & People Strategy

By monitoring the following criteria over time, the School can assess the impact of the culture and people strategy:

- ▶ Retention of the Athena SWAN Bronze award in 2022 in recognition of a sustained commitment to identifying and addressing equality challenges in the School
- ▶ Outcome of efforts to achieve an Athena SWAN Silver award in 2026 in recognition of demonstrated impact of initiatives to address equality challenges in the School
- ▶ Percentage of staff and students describing the culture of the School as inclusive and supportive of career development in School survey
- ▶ Number of staff and students participating in health and wellbeing initiatives and programmes for environmental sustainability

Table 3 Culture & People: Action Plan

Objectives

An open, respectful, and inclusive culture that contributes to a positive working and learning environment

Collaboration and innovation between staff within our School, our university and across our distributed clinical campus

Career development for staff to continue to maintain and develop critical competencies

Health and wellbeing of our staff, students, and communities

A sustainable environment on our campus and in our region

Action Plan

- ▶ Implement Athena SWAN action plan including actions on career development and mentoring, open communication, information sharing, accountability, and transparent workload allocation
- ▶ Celebrate and encourage diversity among our students and staff
- ▶ Develop and support initiatives to strengthen networking among staff members
- ▶ Encourage further staff engagement with continuing professional development opportunities
- ▶ Continue to lead, develop, and participate in initiatives that promote health and wellbeing
- ▶ Enhance our environment through engagement in initiatives that promote sustainability





Community & Healthcare

Key Objective: Improving Healthcare Outcomes

We will grow further our education and research programmes, becoming an asset to our community and impacting on the health and health outcomes of the population across the Mid-West, nationally, and globally.

Summary of Community and Healthcare Aims

We will maximise our teaching, learning and research to ensure impactful change for our community, particularly in areas of primary and social care.

We will also partner with key stakeholders including our partner UL Hospital Group and Community Health Organisation to improve the quality and delivery of care to our diverse communities in the Mid-West, nationally and globally.

Measuring the Effectiveness of the Community and Healthcare Strategy

By monitoring the following criteria, the School can assess the impact of the community and healthcare strategy over time:

- ▶ Surveys of stakeholder's perception of Medical School as a contributor to improved healthcare outcomes
- ▶ Number of clinical academic appointments
- ▶ Number of staff involved in national and international bodies relevant to healthcare delivery policy development
- ▶ Number of research impact case studies
- ▶ Development of health equity initiatives in Ireland and abroad
- ▶ Growth of innovation partnerships, commercialisation activity, dissemination of research and patents

Table 4 Community and Healthcare: Action Plan

Objectives

Improved health outcomes in our communities

Stronger links with healthcare providers, community partners, academic colleagues, and industry to ensure the best outcomes for patients and our communities through education, innovation, and research

More targeted research in specific areas of prevention, promotion, and disease management

Become a key partner to government and regulatory bodies relevant to healthcare education and research in Ireland and abroad

Greater impact on healthcare outcomes in low to middle income countries

Action Plan

- ▶ Increase our clinical academic footprint, providing additional resources and promoting research-led clinical practice, education, and research
- ▶ In partnership with our healthcare provider (HSE), community organizations, and relevant industry partners progress innovative products, developed through our education and research programmes, that will benefit patients
- ▶ Build on existing strengths and grow our research in specific areas of prevention, promotion, and disease management
- ▶ Contribute to national and international healthcare policy development and decision-making through the provision of our expert education, research, and clinical academic staff
- ▶ Establish collaboration with institutions in low to middle income countries, contributing to the development of their research, education, and leadership capacity





Governance

Key Objective: Effective Governance and Economic Stewardship

We will review, improve, and expand the School's internal governance and operational processes as appropriate to ensure the success of our mission.

Summary of Governance Aims

The School and University have worked hard to provide staff and resources to deliver its programmes, however, further strategic investment in human and physical resources is now required to ensure the long-term sustainability of our high-quality programmes.

Measuring the Effectiveness of the Governance Strategy

By monitoring the following criteria over time, the School can assess the impact of the Governance strategy:

- ▶ Staff perceptions of governance and the Workload Allocation Model (WAM) based on survey data
- ▶ Levels of fiscal autonomy
- ▶ Changes in staff levels and physical infrastructure to accommodate growth and expansion

Table 5 Governance: Action Plan

Objectives

Greater focus on both ownership and day to day operational management with a clear line of accountability

Fiscal and operational effectiveness

Be aware of, and benefit from, opportunities in a rapidly expanding educational and research landscape

Strategic growth and investment

Action Plan

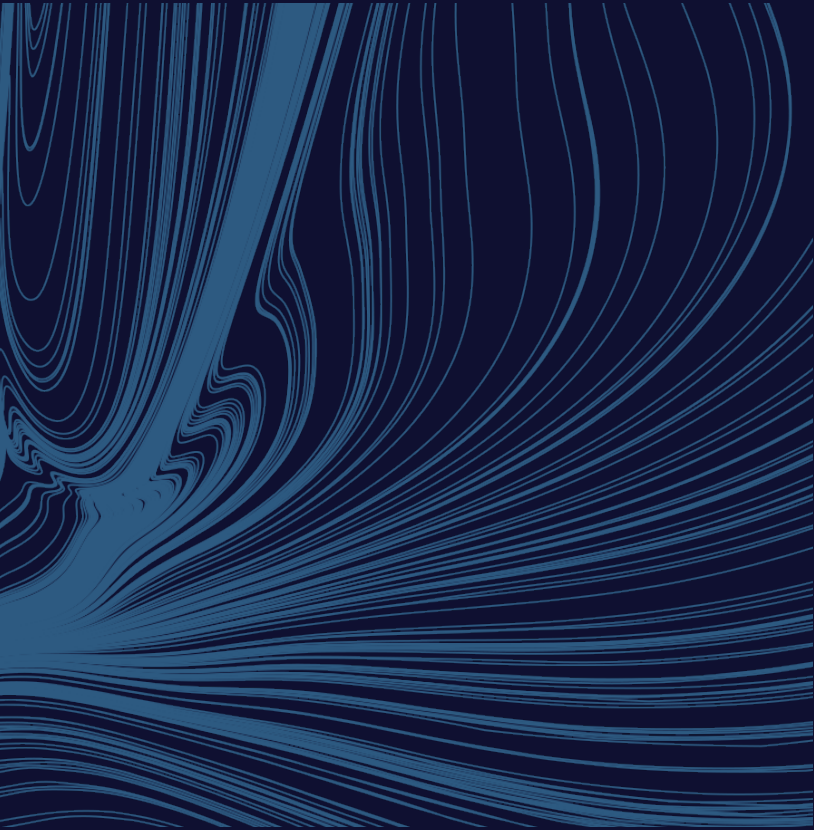
- ▶ Review and refine the governance and organisational structure to demonstrate a clear line of accountability
- ▶ Implement a workload allocation model that is effective and promotes transparency
- ▶ Review existing budgets and identify economies where appropriate
- ▶ Provide increased capacity at strategic level to identify, assess and respond to emerging opportunities in a timely fashion
- ▶ Work with university to identify a financial model that will foster and incentivise growth and expansion of the School
- ▶ Identify and address space and staff requirements by expanding our footprint in terms of appropriate physical infrastructure and people to build capacity and enable expansion of the School's Education and Research programmes
- ▶ Grow and expand the School to support its sustainability as a distinct faculty



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