

Quality Enhancement Plan
School of Nursing & Midwifery
7th October 2024

FOR COMPLETION BY QEU	
Date of Peer Review visit: 24 th – 25 th & 30 th January, and 1 st February 2024	Head of Unit: Professor Patricia Leahy-Warren
Link to Panel Report published on QEU website: https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/comh/SchoolofNursingMidwifery-PeerReviewPanelReport.pdf	Date QEP considered by Quality Enhancement Committee: 23 rd January 2025

Item No	Panel Recommendation	Actions Planned ¹	Responsibility for Action ²	Resource Implications ³	Implementation Schedule ⁴	Effectiveness/Impact ⁵ To be completed as part of follow-up
1	The Panel supports the Head of School's efforts to: a. Secure the acquisition of appropriate academic, clinical and social spaces to meet the needs of an increasing student and staff population within the School (SER's	Convert Room 1.03 (IT lab which is underused) into two teaching rooms with 40 and 50 seaters. IT	Dean of School of Nursing and Midwifery (DoS) (SoNM) and School Manager (SM)	Plan and budget approved by Project Alpha for completion in Q2 2024.	Conversion completed by commencement of Academic Year (AY)2024/25.	

¹ May include actions planned within the unit or those that require interface with other parts of the university

² E.g. Head of School, School Manager, all staff, specific committees etc

³ Resources – the financial or human resources required to implement the recommendation

⁴ Interim milestone dates can be included here (e.g. within 6 months, within 12 months, within 3 years etc.)

⁵ **To2 be completed as part of follow-up 12-15 months post publication of QEP** - Recognising the need to reflect on the effectiveness of actions undertaken, and to what extent the actions have achieved their intended outcome

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	R2), in line with the HEA's targets for Nursing and Midwifery Education, with the NMBI's requirements for programme reaccreditation and best healthcare clinical practices;	facilities to remain for student use when no classes are timetabled.				
	<p>b. Develop a long-term Plan for the School in terms of its infrastructure.</p> <p>(Footnote in Peer Review Panel Report): 1a of this recommendation should be implemented before the commencement of the next academic year to ensure the Unit can accommodate the agreed enrolment quota and provide students with suitable lecturing, learning and social spaces. As for 1b, it should be implemented within one year following receipt of the Panel Report.</p>	Apply for mortgage to extend SoNM infrastructure with 2 floors above the current Brookfield Library (Major Projects plans held in Project Alpha review at present).	DoS, SM, Financial Analyst College of Medicine and Health (CoMH), University Leadership Team (ULT)	Financial and capital project investment	<p>Mortgage documentation fully completed and currently with college financial analyst.</p> <p>This action cannot be progressed at this time as capital projects are suspended under Project Alpha.</p>	

2	The Head of School, in consultation with the School's Executive Committee and the wider staff base to include the Vice Dean T&L, COMH, should lead and develop a school-level workload model, tailored to the differential responsibilities of academic and other staff categories.	Establish a Working Group to review current academic models internal and external to UCC. Feedback will be complied for staff and a new	DoS to organise Working Group	Establishment of a dedicated workload model Working Group comprising senior staff.	Q3 2024–Q1 2025: Working Group established, terms of reference (ToR) agreed, and review completed. Q2 2025: dissemination to	
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		workload model developed and piloted.			<p>staff and feedback sought</p> <p>Q2–Q3 2025: model development in line with COMH and UCC developed models</p> <p>AY2025/26: model piloted and evaluated</p> <p>The above timelines are dependent on and intersecting with workload model development at CoMH and UCC levels.</p>	

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3	<p>The Head of School and the School's Executive Committee, in consultation with the College HR Business Manager, develop a staffing plan (inclusive of succession planning) by establishing a bespoke Task and Finish Group to focus on further exploring a range of recruitment and contractual arrangements (e.g. joint appointments, Lecturer Practitioner posts and others, as deemed appropriate) to attract clinicians to join the School's team, taking cognisance of the national work under way.</p>	<p>Establish Task and Finish group and set ToR (include all relevant stakeholders) ensuring intersection with regional governance committee.</p>	<p>DoS and Vice Dean of Postgraduate Studies in SoNM</p>	<p>Contingent of HSE and HEI establishing a financial mode for joint appointments.</p> <p>Human resource availability to work in academia.</p>	<p>-Establish Regional Governance group</p> <p>-Establish Task and Finish Group who are members of Regional Governance Group, this T&F Group then feedback to School Executive</p> <p>-Identification of potential applicants for positions through alumni including MSc and PhD students</p> <p>- Increase number of adjunct positions with tracking via T&L committee</p> <p>-Lobbying for joint appointments and</p>	<p>Regional Governance group established AY 24/25. Bimonthly meetings commencing Sept 2024</p> <p>Established T&FG</p> <p>Successful appointments of past alumni advertised positions</p> <p>Strategic Appointments of Adjunct Lecturers in meeting our Strategic Implementation Plan</p> <p>Contributing to the work of the ERB 24 & 25 in establishing a</p>

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					<p>secondments through clinical partners</p> <p>-Wide dissemination of SN&M events such as research conference to showcase and promote activities</p> <p>-Establish joint events with clinical partners to optimise the School's profile & encourage appointments from clinical partners</p>	<p>framework for Joint Appointments</p> <p>Good attendance and feedback from Research conference (Nov 2024) with presentations from multiple clinical colleagues and current students who are employed in the region.</p> <p>Proposed joint conference for early 2026 (standing committee appointed).</p>

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4	The Head of School should work with senior academic colleagues to enable all staff to engage meaningfully with the promotions criteria by expressing their pedagogical practice within promotions application.	<p>(a) Provide academic promotion-focused mentoring opportunities to School staff considering Nursing and Midwifery disciplinary norms in University-wide promotion calls</p> <p>(b) Provide Professional Support Staff mentoring</p>	DoS and SM	<p>Mentoring will be incorporated into the workload of senior academic and professional staff.</p> <p>Training and support opportunities will be identified from within current UCC programmes</p> <p>Financial implications for external</p>	<p>(a) Work already commenced on academic mentorship training in conjunction with HR and Performance & Development Review System (PDRS) which is staff led</p> <p>Disciplinary norms have been provided to the Senior Lecturer Promotions Board at UCC</p> <p>(b) Via PDRS, the SM to identify needs of</p>	

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				training required if	Professional Support Staff and address with training and linking as appropriate. PDRS process completed Q4 2024	
5	The Head of School, in consultation with the broader School base, reviews the School Executive Committee membership to ensure that: a. Its processes of appointment are transparent; b. This group is inclusive and representative of the range of staff categories and roles within the Unit.	Review all School Committee memberships and ToR, inclusive of School Executive Committee in line with School Rules circulated by the CoMH	DoS to lead with support from SM	Workload implications for Chairs and Members of various committees.	Review commenced in Q3 2024 for completion in AY 2024/25	

6	<p>The Head of School, in consultation with the Executive Committee, reviews the communications and decision-making processes within the School and establishes initiatives to enhance their effectiveness, in order to:</p> <p>a. Ensure all members of the team are fully appraised on strategic and operational developments and direction;</p> <p>b. Ensure that structures and processes are in place to enable</p>	<p>Actions lie with School Committee Structures and in line with UCC policy.</p> <p>Review of communication structures conducted and updating existing School organogram</p>	DoS and School Executive as appropriate	Workload implications for Chair and Members of School Executive Committee	<p>Abridged version of minutes of School Executive Committee meetings provided at School Assembly (formerly School Meetings)</p> <p>One representative of Academic Staff and one</p>	
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	<p>two-way communication processes within the School for staff and students;</p> <p>c. Consider organising initiatives within the School that promote collaborative decision-making and inclusion opportunities (e.g. School Away Days for staff).</p>	to illustrate communication across and within committees			<p>Representative of Professional Support Staff elected to sit on School Executive Committee annually.</p> <p>30th Anniversary of SoNM on 11th December 2024 and planned Away Days subject to Project Alpha</p> <p>Q 3 2025 – Organogram illustrating communication across and within committees</p>	

7	<p>The Head of School, with the support of the School's Executive Committee, should pursue the SER's recommendations to enhance the School's research activities by:</p> <p>a. Developing a dedicated research support structure for contract research staff (R12), which may include measures such as the</p>	<p>Continue and expand research staff forum.</p> <p>Continue School-level research staff job dashboard (engage with redeployment activities at</p>	Vice-Dean of Research at SoNM and DoS	<p>Ongoing financial support for Research Support Officer post.</p>	<p>Research Support Officer post advertised Q4 2024.</p> <p>Evaluation schedule Q1–Q4 2025. This is grounded in Goal 1 of the SoNM Research and Innovation plan and</p>	
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	<p>establishment of a redeployment register and the introduction of annual performance/ professional development reviews;</p> <p>b. Considering the establishment of a Research Support Officer post within the School.</p>	<p>university level if and when available).</p> <p>Annual performance and professional development of research staff to be actioned by Principal Investigators in collaboration with new Research Support Officer.</p> <p>Research Support Officer (specific to research and innovation hub) post to be filled and evaluated.</p>			linked to Key Performance Indicators	

8	The Panel supports the School SER's recommendation (R10) to re-envision its Student Experience Committee, to foster increased engagement with the student body at a strategic and decision-making level.	Review of ToR for Student Experience Committee. Engage with students to orientate them to the purpose of the committee and increased Student	Vice Dean of Student Experience at SoNM and Members of the Student Experience Committee	Time and workloads of Vice Dean and committee Members	Ongoing, started AY 2024/25 Review of ToR to be discussed at first meeting of Committee in AY2024/25	
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		<p>Involvement across School activities.</p> <p>Include agenda item “How to enhance student representation” at the Student Experience Committee meeting to generate further actions.</p>			<p>Meeting with all 1st years already held in September 2024 to inform them about the Student Experience Committee</p> <p>“Student representation” agenda item on first meeting of committee will result in further actions to be undertaken in AY2024/25</p>	

9 & 10	<p>While acknowledging that the School has limited control over the clinical placement site arrangements, the Panel recommends the Head of School, with the support of the reinstated Student Experience Committee and the Allocations Team, to engage in a comprehensive review of the student learning experience and journey to address the current placement capacity challenges.</p> <p>a. This should be done in consultation with both clinical placement partners and students</p>	<p>Initial review of curriculum for Undergraduate (UG) and Postgraduate (PG) programmes already completed.</p> <p>Follow up meetings held to implement changes.</p> <p>Changes to Marks and Standards and</p>	<p>DoS, Vice Dean of Teaching and Learning at SoNM, Vice Dean of UG at SoNM, Vice-Dean of PG at SoNM, Vice Dean of Student Experience at SoNM</p>	<p>Workloads of Vice Deans and committee Members.</p> <p>Capacity of clinical sites to engage with further placements.</p> <p>Flexibility of UCC admissions</p>	<p>Curriculum Planning and mapping completed Q3 2024</p> <p>AY2024/25, implementation and evaluation of changes underway.</p> <p>Sub-group of T&L established Q3 2024.</p>	
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	<p>to find creative and innovative solutions in the context of an emerging change in healthcare delivery and its implications for Nursing and Midwifery education at a local and national level.</p> <p>b. This should address issues such as the governance of placement and School's responses to students' concerns during placement, among others.</p> <p>The Head of School, in conjunction with the School's Executive Committee, continues to be responsive to the emerging healthcare needs by:</p> <p>a. Prioritising the completion of the ongoing review of UG and PG curricula</p> <p>b. Reviewing and discussing with relevant stakeholders the PG programme portfolio; Continuing the expansion of interdisciplinary and interprofessional learning and training.</p>	<p>Book of Modules processed.</p> <p>Implementation of the changes commenced.</p> <p>Subgroup of the Teaching and Learning (T&L) Committee formed for scoping and mapping expansion of placement opportunities including civil society and community placements.</p> <p>Coordinated, joint planning approach to meet PG education needs will be addressed under the remit of the newly formed Regional Governance Committee, a collaboration between HEIs and</p>		<p>system to be more responsive, to facilitate programmes based on numbers enrolling in PG courses</p>	<p>Action plan for clinical placement review developed Q3/Q4 2024.</p> <p>Schedule of regular scoping meetings with partners established.</p> <p>Biannual meetings between clinical partners and DoS.</p>	
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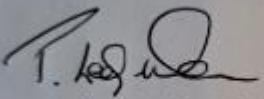
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		<p>the Regional Health Authority South West-health service stakeholders.</p> <p>Interprofessional Learning (IPL) modules of common interest and use (e.g., digital health) to be developed</p>				

For completion by Unit

Head of Unit:

Professor Patricia Leahy-Warren

Signature:



Professor Patricia Leahy-Warren

Date:

7th October, 2024

Head of College/Functional Area:

Signature:



Date:

4th December 2024

