

Quality Enhancement Plan

School of Medicine

22nd November 2024

FOR COMPLETION BY QEU	
Date of Peer Review visit: 14 th - 15 th February and 20 th & 22 nd February 2024	Head of Unit: Professor Paula O'Leary
Link to Panel Report published on QEU website: https://www.ucc.ie/en/media/support/qualityenhancementunit/reports/comh/SchoolofMedicine-PeerReviewPanelReport202324.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 recommends that a review of the current Vision and Mission statements of the School be carried out in order to focus more on the staff	The School will proceed to progress this action through with the School Committees (School Executive/UG Curriculum/Postgraduate Affairs/Research and	Dean All Committees Manager	Within Resource; Additional task for all parties	To be agreed and implemented by commencement	

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 To 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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	and students in the School than on the systems and processes it undertakes.	Innovation/Athena Swan/Student Boards and Committees.	All Staff		of academic year 2025/26	
2	The Panel recommends that the appointment of Vice-Deans, with responsibility for discrete areas of activity, in the School be strongly supported.	This action will be taken through the School Executive.	Dean and School Executive	<p>Within existing resource, and as a first step, we are exploring the re-naming of certain Committee Chairs as Vice Deans for the Functional Activity of the area supported by their committee – Teaching and learning, research and Innovation, Postgraduate etc. Point of contact for issues pertaining to relevant functional activity of the School and representation / deputising duties will form main contributions under this remit.</p> <p>There will be a financial resource</p>	Semester 2 2024 - 2025	

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				required to ensure more comprehensive vice-deanship roles can occur with a requirement that appointee(s) are adequately supported to enable fulfil the role completely. This will prove challenging in the University's current financial climate.		
3	The Panel recommends that the overall School structure and management structure be clarified as a first step in strengthening the cohesion and identity of the School.	The School organograms will be reviewed and updated as relevant and communicated to the School community on a twice yearly basis and to all new staff members.	School Manager CoMH HR Business Partner CoMH HR Projects Officer	This will have very limited resource implication.	From January 2025	
4	The Panel recommends that a detailed Communications Strategy be developed to foster interdepartmental connections and	The School has now established a School Assembly schedule being held three times per academic year.	Dean PA to the Dean Manager	Current communication activities fall within our existing resource.	Ongoing.	

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	camaraderie in the School as well as with stakeholders interfacing with the School.	<p>Dean issuing weekly message to all heads of departments/disciplines/units for key information and School updates. This is for dissemination to staff as appropriate as per the item.</p> <p>Review with Communications Team College of Medicine and Health for a more comprehensive School Communication Framework and operation.</p>		<p>As it currently stands there are limited additional resource implications. PA to Dean administers both the School Assembly and the Weekly Messages.</p> <p>The School recognises a need to develop its communication strategy. The skills and operations are not currently available at a high level but the School looks forward to developing, in tandem with College, an effective and responsive communication network guided by a professional team</p>		
5	The Panel recommends that a	Given the very complex structure of the School of Medicine this action will prove	Head of College	Some models in place and encouraging all to review and outline	Indeterminate	

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	flexible and appropriate Workload Model be identified and implemented in the School to properly address workload allocation.	challenging, and it will require a variable approach in different units / functional areas of the School. This is already partly in place at Unit level. This will require significant engagement with the School heads, Leadership Team, College leadership and the HR Services at the College and University level.	College head and Executive Team: Dean School Manager Heads of Departments and Disciplines HR	their approaches at unit / functional level. School will work with and hopes to align with a College level reviewed, agreed and resourced approach to Workload Management as it develops.		
6	The Panel recommends that a process be put into place to facilitate all clinical tutors (including GPs) to apply for appropriate honorary academic titles.	Dean and College HR Business Partner/Project Officer to progress the updating and approval of a clinician appointment (honorary) process for medical consultants and general practitioners in UCC affiliated clinical sites.	Dean PA to the Dean College Manager CoMH HR Business Partner HR Central Services OCLA College Head and Executive Leadership	This has currently been advanced within resource to a re-draft of an improved Clinical Senior Lectureship contract (currently with Central HR for review). Within resource the School and College has also spearheaded a special adjunct clinical lectureship scheme to encourage mid-grade doctors participate in	In progress.	

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				<p>education and training activities on an honorary basis – circa 150 appointed in 2023 – 2024. School also presents Adjunct opportunities for other personnel outside the University to support their engagement in academic activities relevant to the School.</p> <p>An identified and enhanced resource will be required to ensure that a more comprehensive package of support for clinicians to participate and lead academic activities – e.g. research / grant supports</p>		
7	The Panel recommends that an Action Plan for appraisal and mentorship	This action will be progressed with the Heads of Departments/Disciplines/Units.	Dean	The resource required will depend on the framework	Academic year 2025/2026	

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	be devised and implemented for all members of the School.	This item will be a standing item on the School Executive Agenda	Heads of Departments/Disciplines/Units	developed. The discussion around this has commenced at the School Executive		
8	The Panel recommends that for the BSc Medical & Health Sciences degree, consideration be given to how the degree teaching and student experience is differentiated from other courses and priority given to expansion of work placement opportunities for students.	The BSc Medical and Health Sciences Programme Team and Board in conjunction with Dean and the UG Curriculum Committee to oversee and approve the proposed revision plans.	Programme Director Programme Co-ordinator Dean Chair UG Curriculum Committee Head of College of Medicine and Health College Financial Analyst	Could be considerable, given the heavy dependence on shared teaching with the MB degree programmes.	Commenced. Substantial change to curriculum unlikely to be implemented before 2026/2027	
9	The Panel recommends that the resources required for sustainability and growth of postgraduate programmes are reviewed.	Dean/Postgraduate Affairs Committee/School Manager/School Accountant to consider factors and address requirements for all postgraduate taught and research programmes.	Dean Chair Postgraduate Affairs Committee School Manager School Accountant	Likely to be substantial with expectation of additional FTE administrative and ID requirements for support of programmes	Commenced. Ongoing for existing and future postgraduate programmes	

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10	The Panel recommends that quality is monitored through routine data collection, and utilisation of UCC-wide metrics.	<p>The School collects data on an ongoing basis through the platforms of the University for:</p> <ul style="list-style-type: none"> Students Staff Research Finance <p>This data is used for annual School Report/Accreditation Purposes.</p> <p>The School Executive will review key data to inform strategy and planning as standing item on agenda.</p>	<p>Dean</p> <p>School Manager</p> <p>Heads of Departments</p> <p>Programme Directors</p> <p>School Accountant</p>	<p>Significant workload for all staff involved. Currently managed as far as possible within existing resource.</p> <p>Improvements in centrally held data could rationalise this process dramatically.</p>	Ongoing.	
11	The Panel recommends that teaching and learning practices and facilities/educational environments, in all sites at which there is clinical teaching, be continuously monitored and supported to ensure	<p>The Dean and Heads of Clinical Academic Departments together with Head of College (Chief Academic Officer) will continue to engage with clinical sites through appointed education leads, site and regional clinical leadership and research networks to continue and develop effective integrated and consistent approaches for delivery and</p>	<p>Head of College (Chief Academic Officer)</p> <p>Dean</p> <p>Head of Clinical Academic Departments</p> <p>Programme Directors</p> <p>Clinical Leads and Co-ordinators</p>	<p>Substantial, but should be covered by significant income generated from pre-ring-fenced government and healthy international student funding for clinical programmes e.g. Medicine</p>	Ongoing	

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	inconsistencies in quality are addressed.	support of academic activities and physical infrastructure				

For completion by Unit

Head of Unit:

Signature:



Date: 22nd November 2024

Head of College/Functional Area:

Signature:



Date: 27th November 2024