

QUALITY REVIEW FOLLOW-UP MEETING

UCC DENTAL SCHOOL & HOSPITAL

A meeting to discuss progress made in implementing recommendations for improvement arising from the quality review of the Dental School & Hospital was held on 30 November 2009.

Present: Professor Michael Berndt, Head, College of Medicine & Health
 Professor Finbarr Allen, Head, UCC Dental School & Hospital
 Ms Sheila Maguire, School Manager, UCC Dental School & Hospital
 Dr Norma Ryan, Director, Quality Promotion Unit
 Ms Deirdre O'Brien, Administrative Officer, Quality Promotion Unit

General Comment

It is accepted that the Quality Review of the UCC Dental School and Hospital occurred at a time of greater economic stability. As a result of both the HEA staffing moratorium and the reduction in state funding to the university, recommendations that require extra financial input cannot now be implemented.

The UCC Dental School & Hospital also operates under an unwieldy funding mechanism with funding coming in block grants from both the university and the HSE. As state funding has been cut in both sectors, the Dental School is essentially experiencing a double cut in funding and is operating with a large deficit.

Abbreviations

PRG: Peer Review Group

QPC: Quality Promotion Committee

HR: Human Resources

UMT: University Management Team

CUDSH: Cork University Dental School & Hospital

VP: Vice-President

QIP: Quality Improvement Plan

MH: Medicine & Health

RAM: Resource Allocation Model

CUH: Cork University Hospital

| PRG Recommendation | QPC Recommendations | Action | Follow-up Report Nov 2009 |
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| Recommendations to the University | | | |
| 1. | All models for future development and improvement of the funding situation to be explored | Recommendation strongly endorsed | Head of Dental School Head College MH UMT Implemented and ongoing A business plan was developed and is currently with the Head of College for approval. Income generation initiatives have been included in the plan. The Business Plan is focussed on ensuring that CUDSH moves towards a budget neutral position. |
| 2. | Education funding streams need to be addressed at the national level | Recommendation strongly endorsed | Head of Dental School Head College MH Ongoing The President and the Bursar are in regular contact with the HEA with the aim of addressing the disparity in funding between the |

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| | | | two national dental schools. CUDSH was successful in receiving extra funding (€545,000 out of a total €1m fund) under a national strategic HEA scheme. However 2009/10 is the last year that this funding will be allocated and a longer term solution is required. |
| 3. | Establish a Dental School Office – to be fully staffed and operational as soon as possible | Recommendation endorsed | Head of Dental School Implemented and ongoing. The Dental School Office has been established and is operational; however it has yet to be fully staffed. |
| 4. | Adoption of a partnership approach to facilitate a resource-neutral transition in the establishment of a Central School Administrative Office | Recommendation endorsed | Head of Dental School Ongoing CUDSH has approached the establishment of a Central School Administrative Office in consultative collegial manner and progress has been made, however, the process is still ongoing. |
| 5. | Human Resource Dept to take the lead in a process that addresses the outstanding issues related to part time teachers | Recommendation strongly endorsed | Head of Dental School Head College MH Department HR Partially implemented The Labour Court recommendation on part-time teachers is about to be implemented and clarity on contracts has been reached. |
| 6. | Comprehensive manpower plan to be developed | Recommendation strongly endorsed | Head of Dental School Head College MH Implemented This has been included in the Business Plan. |
| 7. | Specific academic appointments that merit immediate attention: <ul style="list-style-type: none"> • Professor of Restorative Dentistry (appointment while one of the senior clinical academics is seconded to the Head of School post) • Senior Maxillofacial Surgery position (joint appointment with CUH) • Professor/Senior | Recommendation referred for consideration to the Head of college MH and UMT | Head College MH UMT Not implemented The need for these appointments was also highlighted during the last Quality Review (2001). CUDSH will continue to pursue these appointments with the university though the Head of the College of MH; however, in the light of the current economic situation these posts are unlikely to be filled. |

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| | Lecturer in Oral Biosciences/ Biology | | | |
| 8. | Appointment of a Director of Research and also recommend the establishment of this director as Chair of the Research Committee | Noted and welcomed response | ----- | Implemented A second Director of Research has now taken up the post; Professor Declan Millet has replaced Professor Helen Whelton. |
| 9. | That investment is made in radiology, dental surgery and restorative dentistry. | Recommendation endorsed in principle. The QPC noted that present financial restrictions will make delivery difficult | Head College MH | Not implemented The Dental School & Hospital does not have access to sufficient funds to progress this recommendation. |
| 10. | Strategic expansion of the facility to support increased student number in existing programmes, programme development (in particular specialist postgraduate) and research | Recommendation endorsed. QPC noted that work is already underway to plan for expansion and funding of same | Head College MH Head Dental School | Ongoing This is part of the Business Plan. |
| Recommendations to the School | | | | |
| 11. | Cork and Dublin Dental Schools & Hospitals should take an initiative at national level to highlight dental care needs and challenges | Recommendation endorsed. | Head and staff Dental School | Implemented and ongoing Professor Finbarr Allen has met with his counterparts in Dublin and has drafted a proposal recommending that they jointly advocate at national level. Further action on this is expected in January 2010. |
| 12. | That current organisational/operational issues are dealt with in advance of initiating further investment in new programmes and services | Recommendation endorsed. | Head of Dental School Head College MH | Implemented This has been addressed in the Business Plan. |
| 13. | That CUDSH review both the mix and delivery of clinical services with a view to ensuring a supply of clinical cases for teaching purposes and that this is reflected in the organisation's mission statement | Recommendation endorsed. Noted actions planned | Head and staff Dental School | Implemented and ongoing CUDSH have undertaken a review of clinical services and have identified deficits in the teaching programme. A new plan will be in place by April 2010. |

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| 14. | That all future Service Level Agreements (SLAs) with the HSE are agreed within a new strategic framework that aims to deliver the case mix required for teaching purposes and the development of specialist services that compliment strategic educational and research objectives. | Recommendation endorsed. QPC noted actions planned | Head and staff Dental School | Implemented and ongoing CUDSH have prepared SLAs and are in ongoing discussions with the HSE regarding their implementation. |
| 15. | Should the CUDSH develop specialist areas with the primary objective of service provision the PRG strongly advises clear Service Level Agreements based on full economic cost. | Recommendation endorsed. QPC noted and endorsed response especially emphasis on quality of education | Head and staff Dental School | Ongoing This recommendation is linked to the one above. CUDSH have also overhauled their IT system to produce better evidence based data for the HSE. |
| 16. | That CUDSH explore and develop links with the adjacent Cork University Hospital (CUH) in order to review their Clinical Governance Programme and create synergies with CUH. | Noted response of Dental School and endorsed efforts of Head of School to continue discussions and to attempt to progress discussions. | Head Dental School | Ongoing An Acute Services Reconfiguration Project is in place which provides an opportunity to address this recommendation. A Maxillofacial Working Group chaired by Professor Allen will form part of this project. An overarching regional governance structure is proposed and should be implemented early in 2010. |
| 17. | That the Student Liaison Committee is constituted as a Student-Staff Committee as outlined by UCC regulations and that this Committee address areas such as: regular student-staff committee meetings, academic contact person/coordinator for each year, student handbooks, coordinated timetabling, balanced student workloads and feedback procedures | Recommendation strongly endorsed. QPC welcomed and endorsed response and actions planned | Head and staff Dental School | Implemented A Student Liaison Committee is in place and is linked into the Teaching and Curriculum Committee. CUDSH have also implemented a mentoring system for all students. |
| 18. | That the Chair of the standing committee for | Noted that the Dental School has a senior | ----- | Implemented |

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| | teaching and curriculum be reclassified as Director of Teaching and be positioned at a more senior level within the management structure. | academic in the position of Chair of the Teaching and Curriculum committee | | |
| 19. | Explore ways in which the dental students can experience four-handed dentistry with appropriate nursing support and provide opportunities for closer interaction in the clinics between the trainee dentists and hygienists. | Recommendation endorsed QPC noted the comments on the difficulties in implementing this recommendation and endorsed support for the Head of School in working towards implementation of this recommendation. | Head and staff Dental School | Implemented and ongoing as part of the Clinical Services Review. |
| 20. | Use of mechanisms and structures that support the full involvement of staff at all levels. These mechanisms should clarify roles, enhance participation of staff and support feedback. | Recommendation strongly endorsed QPC noted and welcomed actions planned by Dental School | Head and staff Dental School | Implemented 1. Staff handbook created - particularly useful for part-time staff. 2. Three staff meetings held a year in order to brief staff on relevant issues. 3. An orientation programme has been developed for new staff. 4. CUDSH committee structures were reviewed. Committee representation was revised where necessary to ensure a broader base of representation. |
| 21. | That staff are given advice as to suitable professional development programmes – particularly important for administrative and nursing staff | Recommendation endorsed QPC noted and welcomed actions planned by Dental School | Head and staff Dental School | Implemented and ongoing Continuing education programmes are held in the summer and participation in university courses is encouraged. |
| 22. | That various options are explored in the development of an academic career path in dentistry, and endorsing the strategy to pursue joint appointments with other academic units. | Recommendation endorsed Plan of action endorsed by QPC | Head of Dental School Head of College MH | Not implemented This recommendation has not been progressed due to the current economic situation. There is no defined clinical academic path at present and staff inevitably join CUDSH at a very senior level. However, in an |

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| | | | | attempt to address this issue two clinical fellowship posts were created recently which have proved successful to date. |
| 23. | That a clear strategy is used to prioritise development in establishing the Doctorate programme in Clinical Dentistry, Clinical Research Fellowships and to attract non-clinicians to PhD studies. | Recommendation strongly endorsed | All staff of Dental School | Implemented A research strategy was developed for the Research Quality Review. This strategy is currently being revised as it is felt that the goals expressed may not be practicable from a workload point of view. PhD numbers have trebled in the past five years. |
| 24. | In seeking research funding we encourage joint submission of proposals with other academic units in UCC, inter-institutional research activity and strengthening linkages with the Dublin Dental School and Hospital. | Recommendation endorsed | All staff of Dental School | Ongoing As discussed in earlier recommendations, talks are ongoing re inter-institutional linkages. The new research strategy also emphasises working across departments within the university and exploratory talks are taking place. Formal arrangements are also in place with the University of Nijmegen, Netherlands. |