



**PENANG  
MEDICAL COLLEGE**

RCSI & UCD Irish Education  
Global Recognition

**Penang Medical College  
Quality Improvement Plan**

**This Penang Medical College Quality Improvement Plan (PMC QIP) was prepared in response to the 2014 Joint RCSI/UCD Transnational Institutional Review (under the auspices of Quality and Qualifications Ireland regulations).**



Recommendations 2013 / 2014	PMC Ref.	Report Reference	Response/Action Planned	Owner(s) (Department, Individual, Committee)	Deadline / Timeframe	Outcome / Status
<b>15.1 Strategic Oversight</b>						
<p>(a) The Board of Directors should, as a matter of urgency, oversee the production of a prioritised medium to long-term strategic plan for PMC which:</p> <ul style="list-style-type: none"> <li>• Is aligned with the institutional plans of UCD and RCSI</li> <li>• Resolves the status of PMC as a University College or branch campus</li> <li>• Takes account of the whole 5/6 years of the MB BCh BAO programme</li> <li>• Uses the strength of all parties in widening the portfolio</li> <li>• Identifies the impact on all three institutions</li> </ul> <p>The strategic plan should be accompanied by a plan for implementation which identifies priorities, time-scales, roles and responsibilities and any attendant risks</p>	1	3.3	<p>1.1 Develop comprehensive strategic plan</p> <p>1.1.1 Renewal of vision, mission and core values</p> <p>1.1.2 Agree programme for capital investment within PMC Campus and clinical sites</p> <p>1.2 Approve strategic plan and ensure alignment with institutional plans of RCSI &amp; UCD</p> <p>1.3 Resolve status as Foreign University Branch Campus or other options</p> <p>1.4 Develop clinical relations strategy</p> <p>1.5 Devise a strategy and timeline for the continued development of postgraduate programmes</p> <p>1.6 Develop recommendations for upgrading and development of capital resources under Strategic Plan</p> <p>1.6.1 Review student facilities within clinical sites including accommodation &amp; night call arrangements</p> <p>1.6.2 Consider branding and engagement opportunities with hospitals</p> <p>1.6.3 Review educational resources and academic materials (e.g. library books) and present recommendations</p> <p>1.6.4 Review physical relocation of library for practicality and increased usage of resources</p> <p>1.6.5 Review Information Technology facilities and recommendations for</p>	<p>1.1 Strategy Workshops informed by PMC Board; Dean, Vice President Academic Affairs &amp; Chief Operating Officer</p> <p>1.2 PMC Board</p> <p>1.3 PMC Senior Management &amp; Shareholders</p> <p>1.4 Dean and Vice President Academic Affairs</p> <p>1.5 Vice President Academic Affairs, Assistant Registrar, Academic, Academic Executive &amp; Academic Council</p> <p>1.6 Chief Operating Officer</p> <p>1.6.1 Vice President Academic Affairs, Assistant Registrar, Academic</p> <p>1.6.2 Dean, Vice President Academic Affairs &amp; Chief Operating Officer</p> <p>1.6.3 Assistant Registrar Academic</p> <p>1.6.4 Vice President Academic Affairs and Assistant Registrar Academic</p> <p>1.6.5 Chief Operating Officer</p>	<p>Q1-2015</p> <p>Q1-2015</p> <p>Q1-2015</p> <p>Q3 - 2015</p> <p>Q2 – 2015</p> <p>Q1 – 2015</p> <p>Q1 – 2015</p> <p>Q1 – 2015</p> <p>Q1 – 2015</p> <p>Q4 – 2014</p> <p>Q1 – 2015</p> <p>Q2 - 2015</p>	Pending



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			improvement			
(b)The three institutions should work together to draft a strategic recruitment plan which takes into account the changing environment for PMC, is based on a root cause analysis, reliable market research and brings a clear focus to the recruitment exercise	1	6.3	1.7 Develop PMC Marketing Strategy	1.7 Chief Operating Officer	Q1-2015	Pending
(c) UCD and RCSI should work together with PMC as a matter of priority to carry out a full risk analysis of PMC arrangement in order to mitigate future risks, include this in all three institutional risk registers and refresh the analysis on a regular basis.	1	3.1	1.8 Conduct a risk analysis and develop a risk register for PMC ( <i>include root cause analysis relating to withdrawal of sponsorship</i> ) 1.9 Review hospital agreements and ensure compliance	1.8 Chief Operating Officer 1.9 Chief Operating Officer & Assistant Registrar, Academic	Q1-2015 Q3 - 2015	Pending
<b>15.2 Governance &amp; Accountability</b>						
(a) UCD & RCSI should establish formal reporting lines for finance/risk and business interests into the governing authorities of each institution and should ensure that reports from Academic Council are submitted to the UCD Academic Council and the Medicine and Health Sciences Board in RCSI.	2	3.4 3.5	As above 1.8 2.1 Ensure compliance with established reporting process	2.1 Dean		
(b) PMC should build on the effectiveness of the Academic Executive Committee by: <ul style="list-style-type: none"> <li>Taking immediate steps to ensure that the 5/6 year MB BCh BAO programme is addressed as an entity</li> <li>Expanding the terms of reference of the Group for the next year to include a formal holistic review of quality assurance of the programme</li> <li>Considering a formal reporting mechanism for the subsidiary academic committees into the</li> </ul>	2	3.6 3.10	2.2 Review PMC Governance; devise formal terms of reference for PMC Committee's and working groups which link to RCSI and UCD governance 2.3 Enhance and expand AEC agenda to include contributions and issues from RCSI & UCD  Adoption of Holistic view, see 15.3	2.2 Vice President Academic Affairs & PMC Senior Management  2.3 Dean & Academic Executive Committee	Q1-2015  Q4-2014	Pending



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Academic Executive Committee rather than solely to the President.						
(c) The Board should ensure, with immediate effect that the new executive structure provides for clear delineation of responsibility for the delivery of the strategic plan, that job descriptions are provided for all officers and that the structure is reviewed regularly for effectiveness.	2	3.2 3.7	2.4 Develop Organisational chart 2.5 Define clear job descriptions of all senior positions 2.6 Formulate the optimum structures & appointments, leveraging existing resources / relationships with UCD and RCSI in relation to: a. Medical Education; b. Student Support - local and international; c. Quality Enhancement	2.4 Dean & Vice President Academic Affairs 2.5 Dean & Vice President Academic Affairs 2.6 PMC Board & PMC Senior Management	Q4-2014  Q4 -2014  Q1-2015	Pending
<b>15.3 Holistic Programme View</b>						
(a) UCD and RCSI should work together, as a matter of priority, to address the need for an overarching set of general regulations for the PMC collaboration (addressing for example, registration periods, intermission, complaints and appeals procedures) and to clarify the academic regulations (governing assessment, operation of the examination board etc.) for the clinical component of the MB BCh BAO programme taken at PMC and the requirements for the final award.	3	3.10 4.7 9.6	3.1 Review and consolidate joint student policies, procedures & regulations across the continuum of the programme(s) in RCSI, UCD and PMC (including professionalism/ clinical behaviour; admissions; progression; appeals)	3.1 Vice President Academic Affairs & Assistant Registrar, Academic	Q3-2015	
(b) PMC students should, as from next academic year, be provided with a transparent and easily accessible overview of the MB BCh BAO programme which includes both pre-clinical and clinical components.	3	3.10 5.7 11.2	3.2 Develop a Curriculum Map. Circulate the curriculum map to students and include in the pre-departure orientation for Dublin and PMC orientation. 3.3 Formalise / expand the assessment Blueprint	3.2 Assistant Registrar (with the PMC Academic Executive (PMCAE))  3.3 Medical Education Unit	Q1-2015  Q2-2015	Pending



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<b>15.4 Quality &amp; Standards</b>						
(a) The locus of responsibility of the academic quality and the setting and maintenance of academic standards should be clarified in the executive structure and the academic governance structure with immediate effect.	4	3.6 3.7 3.10	4.1 Establishment of Medical Education function	3.4 Vice President Academic Affairs & PMC Senior Management	Q4-2014	
(b) An annual review of quality and standards should be held which takes into account all available data sources including staff and student views, external examiner reports and admission, progression and completion data and elicits the views of a wider range of stakeholders regarding the enhancement of quality. This review should be pro-active, across all departments, consider the five year programme as a whole and identify issues for improvement and examples of good practice for wider dissemination and systematic adoption.	4	3.10 4.2 4.9	4.2 Introduction of Annual Report  4.3 Develop PMC graduate evaluation and key metrics for data analysis	4.2 Vice President Academic Affairs, Assistant Registrar  4.3 Vice President Academic Affairs, Assistant Registrar, Academic, Admissions	Q4-2015  Q4-2015	Pending
(c) PMC should work with the Dublin institutions to develop appropriate procedures for defining and setting assessment standards which should be implemented as from next year. All three institutions should take a more comprehensive approach to monitoring standards and metrics should be developed to provide a more objective approach to the regular review and comparison of standards between students on the same degree across the partners (UCD, RCSI and the PMC programme). In addition, it may be useful for PMC to benchmark Key Performance Indicators against Malaysian comparators.	4	3.10 4.8 4.9	4.4 Develop a comprehensive approach to monitoring standards and metrics	4.4 Vice President Academic Affairs, Assistant Registrar, Academic RCSI & UCD programme directors/offices	Q3-2015	



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(d) The current student record arrangements should be replaced as a matter of urgency with a comprehensive, integrated and secure database for student information.	4	4.10	4.5 Evaluate Student Record Management System and present recommendations	4.5 Chief Operating Officer, Vice President Academic Affairs & Assistant Registrar, Academic	Q4-2014	Pending
<b>15.5 Learning opportunities</b>						
(a)PMC should consider deploying support and training in order to exploit educational technology and in particular MOODLE, to the full.	5	5.5	5.1 Develop staff training programmes in core IT systems (e.g. Moodle) 5.2 Explore opportunities to enhance educational IT support	5.1 Chief Operating Officer & HR Department 5.2 Vice President Academic Affairs	Q3-2015 Q3- 2015	
(b) A holistic approach to the development of a learning, teaching and assessment strategy across the whole 5/6 years of the MB BCH BAO programme should be adopted forthwith taking account of the differences in curricula and pedagogic approach between the alternative UCD & RCSI pre-clinical components. UCD/RCSI and PMC should work together as partners to enhance the curriculum and anticipate and pre-empt issues which might arise from the two separate pre-clinical streams.	5	3.10 5.6	5.3 Analyse current ('as is') teaching content and methodologies and present recommendations to achieve 'holistic' approach	5.3 Assistant Registrar (with the PMC Academic Executive (PMCAE))	Q1-2015	Pending
<b>15.6 Research</b>						
(a)Drawing on expertise from RCSI and UCD, PMC should continue to develop a sustainable and prioritised research strategy which includes enhanced opportunities for students to develop research skills and actively engage in research.	6	7.3	6.1 Continue to develop a sustainable research strategy and research culture	6.1 Vice President Academic Affairs & PMC Senior Management Team	Q4-2014	Pending
<b>15.7 Student Support</b>						
(a) UCD, RCSI and PMC should review the student support area to: <ul style="list-style-type: none"> <li>Ensure appropriate induction/orientation and re-</li> </ul>	7	9.3	7.1 Enhance induction, orientation & transfer& student communication processes 7.2 Develop language supports where required; 7.3 Develop visa assistance supports for	7.1 Vice President Academic Affairs & Assistant Registrar, Academic 7.2 Assistant Registrar, Academic	Q1 – 2015 Q1 – 2015	Pending



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<p>orientation (on the return to Penang) and support mechanisms in anticipation of an altered student profile with higher numbers of international students</p> <ul style="list-style-type: none"> <li>• Ensure appropriate links between the student support and the registry functions</li> <li>• Establish a continuum between the pre-clinical and clinical components so that student information can be transferred and referral pathways be established between Dublin and Penang</li> <li>• Ensure consistent statistical reporting in order to identify any trends which require action</li> <li>• Keep under scrutiny the adequacy of the counselling arrangements particularly in the context of a different recruitment strategy</li> <li>• Develop policies on reasonable adjustments and disability access and case law on extenuating circumstances, taking account of RCSI and UCD approaches</li> </ul>			<p>international students;</p> <p>7.4 See 1.1. b above “leveraging existing resources / relationships with UCD and RCSI in relation to: b. Student Support - local and international”</p> <p>7.5 Develop mentor programme</p> <p>7.6 Map internship requirements for international students</p> <p>7.7 Consider establishment of student support functions</p> <p>7.8 Consider introduction of “Careers Day”</p>	<p>7.3 Chief Operating Officer &amp; Assistant Registrar, Academic</p> <p>7.4 Vice-President Academic Affairs</p> <p>7.5 Assistant Registrar, Academic Assistant Registrar,</p> <p>7.6 Academic, Admissions &amp; Student Recruitment Group</p> <p>7.7 Chief Operating Officer, Vice President Academic Affairs &amp; PMC Senior Management</p> <p>7.8 Vice President Academic Affairs</p>	<p>Q1 – 2015</p> <p>Q1 – 2015</p> <p>Q1 – 2015</p> <p>Q3 – 2015</p> <p>Q1 – 2015</p> <p>Q2 - 2015</p>	
<b>15.8 Staff and Staff Development</b>						
(a)The College should ensure that there are consistent and transparent communications with all staff, ensuring that staff are kept fully aware of all initiatives, College priorities and plans, vacancies and development opportunities.	<b>8</b>	10.8	<p>8.1 Develop staff communications strategy</p> <p>8.2 Review staffing policies and procedures (e.g. academic appointments and promotions)</p> <p>8.3 Devise and implement procedures for academic and academic support appointments;</p> <p>8.4 Consider opportunities for sabbatical</p>	<p>8.1 Dean, Vice President Academic Affairs and Chief Operating Officer</p> <p>8.2 Vice President Academic Affairs and Human Resources Department</p> <p>8.3 Vice President Academic</p>	<p>Q4-2014</p> <p>Q2-2015</p> <p>Q4-2015</p> <p>Q3 - 2015</p>	Pending



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			exchange between PMC and RCSI/UCD	Affairs 8.4 Vice President Academic Affairs and Chief Operating Officer		
(b)PMC should ensure that honorary and adjunct staff receive adequate and consistent guidance on what is expected in their roles.	8	10.2	8.5 Compile and develop materials to provide guidance to honorary and adjunct staff and ensure best practice across departments	8.5 Vice President Academic Affairs	Q2-2015	
(c)The College should consider ways of rewarding the role of professional, technical and support staff and providing motivation. When recruited, the COO might look at developing effective cross-departmental working practices to alleviate pressure points on administrative functions.	8	10.5 10.7	8.5 Review professional development opportunities and present recommendations 8.6 Review staffing levels and develop plan for addressing anomalies and recommendations (e.g. Medical Education, Statistics, other specialities) 8.7 Develop sports & social opportunities	8.8 Chief Operating Officer and Human Resources Department 8.9 Chief Operating Officer and Human Resources Department 8.10Chief Operating Officer and Human Resources Department	Q2-2015 Q4-2014 Q4-2014	Pending
<b>15.9 Memorandum of Agreement</b>						
The Memorandum of Agreement should be reviewed <b>as a matter of urgency</b> to provide <i>inter alia</i> : clear definition of the roles, obligations and responsibilities of the respective partner institutions; clarification of the regulations which pertain to each part of the MB BCh BAO programme and what regulations govern the programme as a whole; clarification of the quality assurance arrangements which apply to the preclinical and clinical components and the programme as a whole.	9	12.1	9.1 Revise RCSI, UCD, PMC, NUI Corporate Agreement – achieve holistic approach	9.1 Shareholders Group	Q1-2015	Pending