



Comhairle na nDochtúirí Leighis
Medical Council

**Final Report on Accreditation
Inspection of
Perdana University - Royal
College of Surgeons in Ireland
Medical School**

**Partner University:
Royal College of Surgeons in
Ireland**

12th and 13th March 2014

THE DECISION OF THE MEDICAL COUNCIL IS THAT:

- 1. The programme which comprises five years spent at Perdana University - Royal College of Surgeons in Ireland (PU-RCSI), and which leads to the award by the National University of Ireland of an MB BAO BCh degree and of the Licentiate of the Royal College of Physicians of Ireland and Licentiate of the Royal College of Surgeons in Ireland, should be approved with two conditions for a maximum of two years, subject to interim monitoring and a possible re-inspection, under the terms of Section 88(2)(a)(i)(I) of the Medical Practitioners Act 2007.**

The conditions are as follows:

- (a) The PU-RCSI programme successfully completes its full first cycle (due in 2016)**
 - (b) That PU-RCSI demonstrate appropriate due diligence in ensuring the financial sustainability of the continuance of the programme which must include risk assessment and contingency planning**
- 2. The Perdana University - Royal College of Surgeons in Ireland should be approved with two conditions for a maximum of two years, subject to interim monitoring and a possible re-inspection, under Section 88(2)(a)(II) of the Medical Practitioners Act 2007 as the body which may deliver that programme**

The conditions are as above.

The continuation of conditional approval is contingent upon these issues continuing to be addressed by PU-RCSI.

The Medical Council will continue to monitor PU-RCSI and a revisit may be scheduled for no later than February 2016, subject to interim monitoring and a possible re-inspection before that date.

A. Summary and General Assessment

1) The Decision of the Medical Council

The five-year programme is based on the existing programme delivered by the Royal College of Surgeons in Ireland at its campuses in Dublin and Bahrain. The programme is well designed and to date has been effectively delivered to the first three student intakes, although concerns previously expressed led to the attachment of four conditions following the 2012 and 2013 inspections.

The Team wish to commend PU-RCSI on the obvious progress which has been made in the last year, especially in implementing the recommendations made by the Medical Council Team in February 2013. This was particularly evident in the number of staff appointments; the development of the clinical teaching programme and placements; the Grand Seasons Hotel facilities; and the teaching and learning opportunities now available at Hospital Kuala Lumpur. The Team had very positive engagements with all of the students. The Team make a number of recommendations in this report and areas where PU-RCSI is commended are also included.

The decision of the Medical Council is that:

1. The programme which comprises five years spent at Perdana University - Royal College of Surgeons in Ireland, and which leads to the award by the National University of Ireland of an MB BAO BCh degree and of the Licentiate of the Royal College of Physicians of Ireland and Licentiate of the Royal College of Surgeons in Ireland, should be approved with two conditions for a maximum of two years, subject to interim monitoring and a possible re-inspection, under the terms of Section 88(2)(a)(i)(I) of the Medical Practitioners Act 2007.

The conditions are as follows:

- (a) The PU-RCSI programme successfully completes its full first cycle (due in 2016)
 - (b) That PU-RCSI demonstrate appropriate due diligence in ensuring the financial sustainability of the continuance of the programme which must include risk assessment and contingency planning
2. The Perdana University - Royal College of Surgeons in Ireland should be approved with two conditions for a maximum of two years, subject to interim monitoring and a possible re-inspection, under Section 88(2)(a)(II) of the Medical Practitioners Act 2007 as the body which may deliver that programme

The conditions are as above.

The continuation of conditional approval is contingent upon these issues continuing to be addressed by PU-RCSI.

2) Removal of conditions

This decision means that the following previous conditions would be *removed*:

- (b) The PU-RCSI clinical placements are agreed immediately, in advance of students' major clinical rotations, *via* the development and implementation of a comprehensive plan for the provision of the clinical teaching, with robust Memoranda of Understanding in place
- (c) The issue of insufficient capacity at the PU-RCSI campus is urgently addressed by PU-RCSI
- (d) That appropriate clinical and budgetary independence be established at PU-RCSI with immediate effect, thus allowing appropriate autonomy from all other stakeholders

The Medical Council will continue to monitor PU-RCSI and a revisit may be scheduled for no later than February 2016, subject to interim monitoring and a possible re-inspection before that date.

3) Recommendations additional to the conditions above:

1. PU-RCSI should ensure that defined learning outcomes and details of curriculum are disseminated to students and staff, particularly to staff on clinical training sites. PU-RCSI is strongly urged to address this (this is reiterated from the 2013 inspection)
2. RCSI should have a quality assurance process of clinical placements to ensure that all students have the opportunity to develop and utilise appropriate skills in a clinical setting
3. The Early Patient Contact Programme should be enhanced along with agreements and Memoranda of Understanding between the School and local General Practitioners
4. An Associate Professor of Medicine should be appointed
5. Any commencement dates and induction plans for incoming appointees are held well in advance of the next term start date, in order that the academic staff have sufficient time to settle into their new roles
6. PU-RCSI should standard-set the OSCE and mini-CEX examinations to local standards using Angoff or an alternative appropriate standard-setting process
7. PU-RCSI should ensure that the mentorship programme is also effective at the clinical training sites
8. There should be clarity around the integration of students into the clinical training site teams in order to enhance their learning experience and opportunities
9. The issue of capacity, particularly in the canteen at the Putrajaya campus, should be monitored on an ongoing basis, particularly in light of an additional incoming cohort in September 2014 and a review of the student clubs, sports (including the lack of recreational facilities provided for students) and societies be undertaken so as to enhance the student experience

10. Consideration should be given to delivering Basic Life Support Training in Year One of the programme, rather than in Year Two as currently. If this were to happen, BLS Training and certification would need to be repeated in subsequent years of the programme
11. Incentives for teaching, including continuing professional development opportunities and access to journals should be offered to the consultants at HKL and other clinical training sites, including expediting payment where financial stipends are to be paid.
12. Consideration be given to establishing a joint University/Hospital Forum to reflect the importance of Hospital Kuala Lumpur as a clinical training site, as has been established with Seremban
13. A quality assurance process which monitors student satisfaction and takes appropriate action where necessary should be continued
14. Access to a Student Health Service, to include Occupational Health, on site in Putrajaya for students and staff
15. Arrangements for auditorium space for examinations should be sourced and finalised prior to the examinations in May 2014
16. PU-RCSI purchase additional textbooks or enable more online access, as the student numbers rise and give consideration to purchasing some non-medical library books, for example in the Humanities
17. Lockers should be provided for students at Hospital Putrajaya

Recommendations that the Medical Council makes to all medical schools:

18. PU-RCSI should continue to ensure awareness among students of the following:
 - The Medical Council's *Eight Domains of Good Professional Practice*
 - The Medical Council's *Guidelines for Medical Schools on Ethical Standards and Behaviour appropriate for Medical Students*, particularly on affiliated sites and in general practices used for teaching
 - The revised *Children First: National Guidance for the Protection and Welfare of Children* guidelines in Ireland before students have attachments in paediatrics
 - The World Health Organisation *Patient Safety Guidelines*
19. PU-RCSI should continue to ensure that the teaching environment incorporates high standards in hygiene and infection control, including ensuring that students are trained in hand-washing techniques and have access to the necessary facilities

4) Status of previous recommendations

The Team states that the status of the recommendations made in the 2013 Report are as follows:

- Recommendation 2: closed
- Recommendation 3: closed
- Recommendation 4: closed
- Recommendation 5: closed
- Recommendation 6: ongoing
- Recommendation 7: closed
- Recommendation 8: closed
- Recommendation 9: is strongly reiterated as recommendation 2 in this 2014 report
- Recommendation 10: closed
- Recommendation 11: closed
- Recommendation 12: closed
- Recommendation 13: standing recommendation for all medical programmes – remains
- Recommendation 14: standing recommendation for all medical programmes – remains

5) The Team commend PU-RCSI for:

WFME Area 1 Mission and Objectives

- None specific

WFME Area 2 Education Programme

- Programme well received by students
- Successful delivery across three sites
- High profile given to professionalism
- Case-based teaching
- Development of the Summer Research Programme
- The First Exposure Programme

WFME Area 3 Assessment

- The fair and transparent way that student academic misconduct was dealt with

WFME Area 4 Students

- Appointment of a Student Counsellor
- The outstanding quality and professionalism of students selected for course
- Progress made in involving students in medical school and university governance structures
- Students happy with workload and the balance of the curriculum
- Students satisfied that they could raise an ethical dilemma should it arise
- The Development of the Student Progress Committee

WFME Area 5 Academic Staff

- High calibre of staff who are evidently approachable and enthusiastic
- Successful appointment of new clinical leads
- Strengthening of academic staff in the microbiology department
- The joy of teaching evident among clinicians
- The obvious commitment of RCSI senior staff

WFME Area 6 Education Resources

- Hospital Kuala Lumpur as a major site
- The tenth floor of the Grand Seasons Hotel
- Additional lecture theatre space
- General praise for facilities - library, cleanliness
- Clinical staff are enthusiastic
- Research - evidence of the recognition of research as an important academic activity
- Facilities - advances in accommodation and transport within limited budget
- Involvement of students in sourcing new accommodation
- Support of visiting staff from RCSI

WFME Area 7 Programme Evaluation

- Quality Evaluation Officer appointment
- Peer review
- Benchmarking of performance across three sites (RCSI Dublin, Bahrain and Perdana University)
- Students always seeking consent from patients prior to interacting with them

WFME Area 8 Governance

- The professionalism of Ms Niamh Coady, Head of Administration

- The administrative support for HKL, based in the Grand Seasons hotel located nearby
- The public service ethos of Hospital KL and the evident commitment to serve the public and to teach

WFME Area 9 Continuous Renewal

- The Peer Review Group Evaluation, and PU-RCSI's producing an action plan to address the issues raised

6) The Team request the following information/clarification from PU-RCSI:

1. The Team request sight of any existing risk register entries relating directly to the PU-RCSI programme and the contingency planning currently in place
2. A satisfactory, detailed report and outline of proposals for Senior Cycle 2
3. Comprehensive information on the Family Medicine rotation
4. An interim update on the progress of the Clinical Teaching Centre in Hospital Tuanku Ja'afar, Seremban
5. Information on orientation and induction for staff

7) Additional visit

A small contingent from the Medical Council Team will visit the Perdana University – Royal College of Surgeons in Ireland office based in Dublin.

8) Acknowledgement

The Team would like to thank the staff and all the students we met, who gave so generously of their time. In particular, the Team would like to thank the students from IC1, who showed the Team around the medical school campus at Putrajaya.

B. Evaluation of the programme based on WFME standards

WFME AREA 1 Mission and Objectives

The five-year programme is based on the existing programme delivered by the Royal College of Surgeons in Ireland at its campuses in Dublin and Bahrain. The mission and objectives of the programme remain in line with the existing programme and with the Royal College of Surgeons in Ireland's noble purpose to enhance human health through endeavour, innovation and collaboration in education, research and service.

WFME AREA 2 Educational programme

There is an emphasis on case-based teaching, which enables students to participate in self-directed learning and interdisciplinary preparation, utilising clinical skills related sessions and common topics. This has led to an enhanced integration of teaching. The Team note the possibility that the Paediatric module may be delivered in Hospital Tuanku Ja'afar, Seremban which houses a brand new Paediatric Department.

The Team commend PU-RCSI on the development of the First Exposure Programme and on the development of the Summer Research Programme. The Team recommend that the Early Patient Contact Programme be enhanced along with agreements and Memoranda of Understanding between the School and local GPs. While clinical placements are generally satisfactory, the Team recommend that RCSI monitor the situation to ensure that all students have the opportunity to develop and utilise appropriate skills in a clinical setting.

WFME AREA 3 Assessment of Students

The Team note that standards are benchmarked across RCSI campuses in Dublin, Bahrain and Perdana and also note that there are external examiners and guest examiners for clinical assessments. There are meetings, briefings and quality assessment reviews of the examination process in Perdana, in conjunction with the Dublin office. The Team recommend that PU-RCSI standard-set the OSCE and mini-CEX examinations to local standards using the Angoff methodology or an alternative appropriate standard-setting process.

The Team note that PU-RCSI utilise patients trained in giving feedback on the professionalism of students, and on their communication and clinical skills.

WFME AREA 4

Students

The Team commend PU-RCSI on the appointment of a Student Counsellor and a Personal Mentoring programme designed to support students. The Team note that the Student Counsellor is reported to be very proactive in organising workshops focussing on self-esteem, team building and motivation but the Team would suggest that PU-RCSI keep the number of sessions per week (currently four) under continual review in order to ensure that the needs of the students are met.

The Team commend PU-RCSI on the development of the Student Progress Committee which assists students who fail more than two modules in any given year. There are also English language support classes available for those who require it. The Team also welcome the commencement of the Student Representation Council.

The Team note the proposals to support students between the two or three clinical training sites but would urge PU-RCSI to consider placing administrative support at all of the sites, similar to the support available at the Grand Seasons site for Hospital Kuala Lumpur.

The Team note that PU-RCSI engage in a number of marketing activities to recruit students, such as through fairs, visiting schools and medical school open days. Perdana University now offers 'Partial Scholarships' for those students deemed not eligible for Jabatan Perkhidmatan Awam (JPA) funding.

The Team recommend that a review of the student clubs, sports (including the lack of recreational facilities provided for students) and societies be undertaken so as to enhance the student experience, particularly given the relative geographical isolation of the interim Malaysian Agricultural Research and Development Institute (MARDI) campus, noting that PU-RCSI have acknowledged this as an issue they are keen to tackle.

The Team visited the Sick Bay area for students, which has basic medical equipment and note that a Health and Safety Committee has been formed. However, the Team is concerned about the lack of access to Occupational Health, including a Student Health Service, and recommend access to a Student Health Service, to include Occupational Health, on site in Putrajaya for students and staff.

The Team recommend that consideration be given to Basic Life Support training being delivered to students in Year One of the programme, rather than in Year Two as currently. This would mean that BLS training and certification would need to be repeated in subsequent years of the course.

Finally, the Team note that efforts have been made to resolve the difficulties which were encountered by students with their previous accommodation. A new block, the Academia, has been utilised, in consultation with the students. The new block has on-site shops and recreational facilities and was reported by the students as being far superior to the previous accommodation.

Students from Year One

The Team met with twenty students from Year One, who were assured of confidentiality and advised of the Medical Council's role.

The students praised the lecturers, stating that the standard of teaching is very high. Overall, the students felt they had a challenging but appropriate workload and although they were busy, they had no complaints to make in this respect.

The students welcomed the opportunity to participate in the Student Representation Council and the Academic Council. The students also welcomed the Mentorship programme, stating they all met with their mentors approximately every two months. The Team recommend that PU-RCSI ensure that the mentorship programme is also effective at the clinical training sites.

The students welcomed the feedback they receive after assessments and the opportunity to attend the Student Progress Committee if necessary. The Team commend PU-RCSI for the module on Professionalism, which includes History Taking, Communications and Ethical Dilemmas, as the students fully appreciated the importance of this in their development as doctors.

The students reported that the library was big enough with the opportunity to get inter-library loans when required. The Team heard reports that there are only three copies of any one publication and recommend that PU-RCSI purchase additional textbooks or enable more online access as the student numbers rise. In addition, there are currently only medical textbooks in the library and the Team recommend that PU-RCSI give consideration to purchasing some non-medical library books, for example in the Humanities. The students are all provided with laptops at the start of the programme and there is WiFi at their accommodation.

The students reported that the new accommodation, which is 20 minutes away, is very conducive to study, although the living space is quite congested and the rent is quite high. There are no cooking facilities, however, the on-campus security is good.

The students stated that although the catering facilities on campus were expanded, there is still little variety in the daily food selection and not enough food to cater for the growing student numbers, with some students still reporting that they are obliged to have lunch as early as 11.00 am, despite the fact that there are a number of other catering outlets in the MARDI grounds.

Students stated that campus life offers little opportunity for non-academic activities, with very few clubs, sports and societies available to them but the RCSI are aware of the situation and are attempting to address it.

Students from Year Two

The Team met with nineteen students from Year Two, who were assured of confidentiality and advised of the Medical Council's role.

The students praised the mentoring and student support programmes and the counselling services and believed that there was a confidential environment for discussion, if necessary.

The students would be happy to recommend PU-RCSI, with one student reporting their perception that it is the 'best education there is', compared to other universities. Students reported that the lecturers are very good, very involved in education, very personable and very approachable.

The students reported that there was a strong emphasis on professionalism, presentation and behaviour. The students also praised the case-based learning.

The students stated that the library is adequate, with enough seats. The students reported, however, that lectures were not made available on the electronic learning environment, Moodle, in as timely a fashion as required, causing the network to crash, or that occasionally, lectures were only made available on social media. Students also felt they would like additional practical experience in microbiology and pathology, which are held just once a week in the clinical skills unit, as currently the programme is quite lecture based.

Students from Year Two also praised the feedback that they receive after assessments.

Students stated that from time to time, the workload can become quite intense, with some students stating that they would prefer a longer academic year (the Team heard that the year has been shortened somewhat and will now finish on 19th May).

Students stated that they are on the Student Representation Committee and that they believed their voice was heard. In common with the first year students, these students also felt that there was not enough emphasis on clubs and societies and they are left to arrange their own activities. There is no significant interaction with their colleagues in the Perdana University Graduate School of Medicine.

The students have moved out of the accommodation previously allocated to them, and are now living in alternative accommodation at Sierra 16, which they felt to be a good outcome.

The students said that the canteen had been expanded recently and that there was a better variety of food, however, food still runs out prior to the end of lunch service.

Students from Year Three

The Team met with 20 students who were assured of confidentiality and advised of the Medical Council's role.

These students were now in the clinically focussed part of the programme. The students reported that they were enjoying their rotations in Hospital Kuala Lumpur and Hospital Putrajaya.

Mentors have been allocated to the students but the students felt that it was comparatively difficult to meet with them as they are mostly off-site. They were, however, aware of the Counselling services if required.

The students said that the integration of the programme was very good, that there were supplementary lectures available if necessary and the students reported that they liked the case-based teaching.

During clinical training site placements, the students reported that they had to take the initiative in integrating themselves as part of a team and that their experience was variable, depending on the doctors on their team. Some students felt that there was not much preparation made to accommodate them, although there was an orientation period of one hour on the first day.

The students reported that consultants always ask the patient for their consent before beginning student and patient interactions. The students were commendably aware of the importance of professionalism and were keen to emulate appropriate role models.

The Team recommend there be clarity around the integration of students into the clinical training site teams in order to enhance their learning experience and opportunities.

WFME AREA 5 Academic Staff/Faculty

The Team commend PU-RCSI for the appointment of the Head of Medicine and the Head of Surgery and note the imminent appointment of the leads in Psychiatry and Obstetrics and Gynaecology. However, the Team strongly recommend that any commencement dates and induction plans for incoming appointees are held well in advance of the next term start date, in order that the academic staff have sufficient time to settle into their new roles. The Team recommend that an Associate Professor of Medicine should be appointed. The Team note the appointment of a Chief Librarian. The Team note that all academic staff applied for their relevant posts and were interviewed in a rigorous process. The collaboration and collegiality of the academic staff was apparent to the Medical Council Team.

The Team commend PU-RCSI for the way in which it has begun to develop its Research profile.

The Team also commend the staff at PU-RCSI for their participation in the RCSI International Education Forum which brings together academic staff from Dublin,

Bahrain and Malaysia. The Team note that funding allocations for staff attendance at international conferences is limited but would encourage staff to avail of whatever opportunities are made available to them.

The Team was assured that the low morale of staff, as reported in the RCSI Peer Review Group Quality Assurance/Quality Improvement Review Report in December 2013, was a temporary issue at the time, relating specifically to visa renewal processes. There is now a Human Resources Manager who manages any visa renewal requirements. The Team was further assured that in general, there is a high degree of retention of staff and that a number of Irish staff seconded from Dublin have agreed to renew their contracts for an additional year.

Finally, on a personal note, the Team wish to extend sincere sympathy and condolences to family and colleagues on the recent death of PU-RCSI's esteemed colleague, Dr Hemantha.

WFME AREA 6

Educational Resources

The Team was apprised of plans for an ambitious campus and clinical training site development at Putrajaya. However, PU-RCSI stress that the capacity on the interim site at the MARDI campus is more than adequate to meet the requirements of the growing student population. PU-RCSI is to be commended for its efforts at reconfiguring space and gaining the additional space required for accommodating the growing numbers of students. The Team recommend that arrangements for auditorium space for examinations should be sourced and finalised prior to the examinations in May 2014. The Team also recommend that the issue of capacity should be monitored on a regular basis, particularly in light of an additional incoming student cohort in September 2014. The Team note that the Academic Medical Centre (AMC), the parent entity of Perdana University, update PU-RCSI on a regular basis on the development plans and that the project is very much a high profile one.

The Team commend PU-RCSI on arranging clinical training site access to three clinical training sites, particularly Hospital Kuala Lumpur, the biggest hospital in Malaysia.

The Team require an interim progress report on the development of the Clinical Teaching Centre in Hospital Tuanku Ja'afar, Seremban, scheduled for completion later in 2014.

WFME AREA 7

Programme evaluation

In terms of quality assurance, the Team note the appointment of Ms Mogana Devi, as Joint PU/PU-RCSI Quality Officer, who will spend 50% of her time with PU-RCSI. The Team also commend PU-RCSI on the development of a Quality Enhancement Committee which has the input of the Malaysian Medical Council as

well as external members from Hospital Kuala Lumpur and Hospital Putrajaya. The development of Standard Operating Procedures is a welcome addition, along with the appointment of a Regulatory Affairs Officer.

The Team was assured that despite not using a tool such as the Dundee Ready Educational Environment Measure, PU-RCSI undertake its own student satisfaction survey at the end of each semester. The Team note, also, that feedback is obtained from students for every module. The Team recommend that a quality assurance process, which monitors student satisfaction and takes appropriate action, where necessary, should be continued.

With regard to the rotations in Senior Cycle Two, the Team noted that for a 32 week cycle, the schedule provided to the Team only added up to 29 weeks and suggest that PU-RCSI review the cycle for what appears to be an administrative oversight.

WFME AREA 8

Governance and Administration

The Team appreciated the attendance of Professor Cathal Kelly (Chief Executive Officer and Registrar), Professor Hannah McGee (Dean of Faculty of Medicine and Health Sciences) and Mr Michael McGrail (Director of Corporate Strategy) and the time they took to address the Team's queries.

The Team was advised that due to changes in Malaysian national policy, minimum entry requirements in Malaysia are increasing, a national exit examination is likely to be introduced and the internship year has been increased to two years. The Team would urge PU-RCSI to monitor developments in Malaysian national policy closely, and to anticipate, insofar as it is feasible, any future potential effects on the PU-RCSI programme.

The Team were assured that PU-RCSI would demonstrate appropriate due diligence in ensuring the financial sustainability of the continuance of the programme which would include risk assessment and contingency planning, particularly with regard to any proposed changes in Malaysian government policy and its potential effects on the sustainability of the programme.

WFME AREA 9

Continuous Renewal

The Peer Review Group Evaluation was helpful to the Team in its assessment and information regarding progress on the action plan arising from the findings will be requested in due course.

Inspection of Clinical Training Site

Meeting with consultants at Hospital Kuala Lumpur

The Team met with representatives of Hospital Kuala Lumpur, led by Dr Ding Lay Min, Hospital Kuala Lumpur Deputy Director. Dr Ding gave an overview of the impressive work undertaken in Hospital Kuala Lumpur, Malaysia's largest hospital, treating a catchment area of 1.5 million people on a 150 acre site.

Students spend rotations of six weeks in medicine and surgery at the hospital, and, as the hospital also facilitates nursing students and occupational therapy students, there is an emphasis on inter-disciplinary learning. At any given time, there are 65 students from PU-RCSI, occupying rotations in medicine, surgery and research. The consultants in HKL involve the students in history taking and basic clinical examinations and each student has an assessment form for completion following their rotations.

The Team was impressed with the degree of enthusiasm displayed by the consultants at Hospital Kuala Lumpur and it is apparent that the consultants are very engaged with the education and training of medical students. The consultants reported that capacity is not an issue and that the additional students will be absorbed into the education and training system with no difficulty as effective scheduling would ensure optimum use of available capacity. The Team was reassured that the PU-RCSI administration liaised with the hospital administration to organise an orientation programme for the students.

The consultants at HKL understand that the curriculum parallels that from Dublin, but reported that the Learning Outcomes were not communicated to them by PU-RCSI and the Team urge that this matter be addressed immediately. There is good dialogue between PU-RCSI and HKL and the Team recommend consideration of a joint University/Hospital Forum to reflect the importance of Hospital Kuala Lumpur as a clinical training site.

Some consultants have Adjunct Professorships with PU-RCSI although they have not received a formal letter of appointment. The Team recommend that PU-RCSI expedite payment where financial stipends are to be paid as it is an important teaching incentive.

The consultants at HKL would very much benefit from PU-RCSI providing direct access to medical journals so that they may utilise them for teaching purposes. In addition, the Team would encourage that continuing professional development opportunities be offered to the consultants at HKL, along with invitations to the White Coat Ceremony.

The Team note that the administrative support at HKL is provided by two administrative staff at the facilities in the Grand Seasons Hotel, five minutes' walk away.

End of report