



Strategic Plan
2025-2030



CAI
SALUS DUM VIGILAMUS

College of Anaesthesiologists of Ireland





Contents

President's foreword	4
Mission, Vision, Values	5
1. Training and Education Excellence	6
2. Organisational Sustainability and Growth	8
3. Workforce, Wellbeing, and Diversity	10
4. Safety, Quality and Advocacy	12
5. Innovation in Education and Assessment	14
Conclusion	16





President's foreword

Donal Buggy
President

A dhaoine uaisle, a chairde.

Training and lifelong learning of anaesthesiology doctors in Ireland has continued since the formation of the Section of Anaesthesia of the Royal Academy of Medicine in 1946, leading to the Faculty of Anaesthetists RCSI in 1959 through to the foundation of the College of Anaesthesiologists of Ireland 1998 at our current premises on Merrion Square.

This College aims to deliver the highest standards in patient-centred care and life long learning through the provision of excellent training to anaesthesiology doctors. We promote lifelong learning among our Fellows, who as consultants in our hospitals, contribute quality clinical care in our diverse practice of anaesthesiology and perioperative medicine, intensive care and pain medicine, emphasising the fundamental importance of patient safety throughout.

We greatly value the respect society affords us as doctors and endeavour to ensure that patients in Ireland and around the world can continue to expect the highest standards of clinical care from our doctors.

Consistently achieving this high-performance clinical care, often in emergency situations to patients with complex medical history, is demanding and our doctors shoulder this onerous responsibility daily. Accordingly they may be at increased risk of physical and mental illness.

Therefore, we strive to prioritise wellness and appropriate self-care among our entire community of doctors.

We have earned an enviable international reputation for highest calibre training. We continue to develop our post graduate clinical fellowship programmes for anaesthesiology doctors wishing to undertake part of their training in Ireland, in partnership with international training bodies. We value our global health contribution, especially in partnership with the Central and Eastern Africa College of Anaesthesiologists and aspire to enhancing it through building partnerships with healthcare corporations.

Our vision is to be an international leader in anaesthesiology training and lifelong learning. The healthcare world is constantly evolving and increasing in complexity. We understand the need for lifelong learning among our Fellows, to be able to evaluate innovation and constantly maintain excellence. We will engage further with digital learning through our e-Learning Management System and strive towards predominantly electronic systems across our organisation.

I am privileged to be leading our College at this dynamic, exciting time in our development. Le gach dea-mhéin

Donal Buggy
President



Mission

"To optimise patient-centred care through excellent training and life-long learning for specialist doctors"

Vision

"To be an international leader in training, lifelong learning and patient safety in anaesthesiology, pain, intensive care and perioperative medicine "

Values

1. **Trust -**
Building and maintaining trust with patients, trainees, and professionals in healthcare.
2. **Innovation –**
Fostering an environment where new ideas and methods can flourish.
3. **Collaboration –**
Strengthening teamwork and partnerships within and beyond the organisation.
4. **Dedication –**
Committing to excellence in everything we do.
5. **Compassion –**
Embracing empathy and care for patients, trainees, and the wider medical community.

Strategic priorities

Our strategic priorities were formed from an objective view of the strategic opportunities and risk present in immediate and emerging conditions- and ensure we will be aligned and equipped to generate long term sustainable value.

Strategic objectives

Our objectives reflect our intent and focus as we work to achieve what is expressed in our strategic priorities. In formulating the project that will deliver against these objectives, we will consider what to take forward from our existing work, what to stop doing and where we can direct energy towards new initiatives.

Training & Education Excellence





Training and Education Excellence

Strategic Priorities

We will lead the way in anaesthesiology, pain medicine and intensive care and perioperative medicine by continually evolving our training programmes and continual professional development education to meet the highest standards of competence, relevance and patient safety in Ireland and across the world.

OBJECTIVES:

- **Embedding evolving training model collaboration between HSE Regional Executive Organisations (REOs) and CAI:**
 - Establish a new system and processes to support how modules are accredited and allocated, with the CAI moving to allocate specific modules to trainees within hospitals. CAI Training department to assume control for all module allocations in collaboration with our training hospitals.
 - Establish a model to support simulation training locally at a REO level aligned to our national proficiency training.
 - Work closely with the 6 HSE NDTP Education and Training Clinical Leads at REO level on accreditation, local training, quality improvement, MOUs.
 - Establish partnerships with REOs to host our examinations and training courses locally.
 - We will develop a structured framework for assessing non-programme doctors' prior learning. This may include a probation period for evaluation and a defined pathway for progression based on demonstrable experience.
 - Work closely with Departments around the country to test these new approaches. Trainees to be allocated to centres approved for training, in reasonable proportion to the number of consultant days contributed to College and National activities promoting training, assessment, lifelong learning and professional advances in the specialty through innovation or research.
 - Explore the potential to offer new certifications and diplomas in specialties like Intensive Care and Pain Medicine, approved at the European level, allowing trainees to gain recognised qualifications. Consideration will be given during the white paper process to what certification can be awarded to graduates of the SAT programme.
 - We will invest in changes to PCS system to support MCI changes to PCS framework including, where feasible, automatic uploading of College delivered CEPD points to individual Fellows' Maintenance of Professional Competence portfolio within their PCS account.

Organisational Sustainability & Growth





Organisational Sustainability and Growth

Strategic Priorities

We will drive long-term sustainability by making strategic investments in our physical and financial resources while optimising operational efficiency.

OBJECTIVES:

- **Engage with our stakeholders:**
 - We will ensure timely and appropriate engagement with tutors and heads of clinical departments, HSE, DOH, political and government leadership and work closely with other colleges in the Forum of Postgraduate Training Bodies to lobby for national responses and new standards.
 - We will be seen as the trusted source of information for our specialties and will develop our website as a one stop shop for all pertinent information, engagement and arrangement regarding training, education and news on our specialties.
 - Continue and explore further international collaborations.
 - We will encourage and support emerging medical leaders in our specialty into leadership roles.
- **Premises Optimisation:**
 - Conduct a thorough review of the current premises to assess whether relocation to a greenfield site or an alternative brownfield site near a major public transport hub or acquiring an adjacent or acquiring adjacent properties would maximise long-term growth potential.
 - Engage professional expertise to evaluate and develop a comprehensive property plan.
 - Create plan to engage with national heritage council to build a heritage centre and archive at CAI.
- **Revenue Enhancement:**
 - Explore funding opportunities through partnerships, grants, and other revenue streams. This could include philanthropy where we will create partnerships to support our investment in Global health, decentralising exams and courses, and developing proprietary training modules. We will create partnerships to support our investment in Global health.
- **Maximise revenue from subscriptions and events:**
 - We will maximise revenue from our products and services to ensure that CAI is financially secure, able to invest in key growth areas, and positioned to meet the future needs of members and the broader community.

Workforce, Wellbeing, & Diversity





Workforce, Wellbeing, and Diversity

Strategic Priorities

We will cultivate an inclusive, supportive environment for our trainees, fellows, and the wider healthcare community, ensuring promoting diversity and equity in all aspects of training and service delivery.

OBJECTIVES:

- **Workforce Distribution and Equity:**
 - We will work closely with stakeholders such as the HSE NDTP, The Dept. of Health and the HSE National Clinical Programmes to address workforce distribution challenges, particularly in rural and underserved areas.
 - We will advocate for a substantial increase in consultant numbers and promote proactive communication from the HSE NCPA to CAI and our trainees about the projected pipeline of national consultant posts at an early stage.
 - Work with the HSE NDTP regional clinical leads to promote equity by ensuring all our trainees have access to high-quality training and mentorship regardless of location.
- **Wellbeing/ Resilience Initiatives:**
 - Renew our comprehensive wellbeing program that includes mentorship, debriefing after critical incidents, and resilience training. The CAI will focus on reducing the tutor-trainee ratio to ensure individualised support and improve training quality.
- **Diversity and Inclusion:**
 - Develop initiatives that actively support and promote diversity within the College. This includes recruiting and retaining more individuals from diverse backgrounds to reflect the broader healthcare system.

Safety, Quality & Advocacy





Safety, Quality and Advocacy

Strategic Priorities

We will continue to be a leading voice in patient safety, wellness and resilience by leveraging existing mechanisms and fostering a culture of safety across all aspects of care.

OBJECTIVES:

- **Patient Safety Advocacy**
 - Utilise current platforms, such as hospital inspection reports, to flag safety concerns and highlight best practices. Engage hospital leadership in addressing safety issues promptly and effectively.
- **Collaboration with SANI:**
 - Strengthen ties with the Safety and Quality in Anaesthesia Initiative (SANI) by integrating SANI more closely into CAI's safety culture. This includes advocating for SANI's representation in key decision-making committees..
- **Resilience and Wellbeing:**
 - Develop and share resources, such as debriefing techniques after serious incidents and the ABCDE Resilience Programme, to foster resilience within the medical community. This will contribute to a safer and more supportive working environment for all members..



Innovation in Education & Assessment





Innovation in Education and Assessment

Strategic Priorities

We will drive innovation in postgraduate medical education by adopting cutting-edge technologies and assessment methods that ensure trainees are equipped for the challenges of modern healthcare.

OBJECTIVES:

- **E-Learning Management System (LMS) Incubate and Expansion:**
 - Expand our LMS to provide personalised learning experiences tailored to individual trainees. This system will track learning progress, offer interactive assessments, and integrate simulation data and exam metrics enabling self-directed modular courses and training via the e-LMS.
- **Exam Evolution:**
 - Enhance the structure of examinations by transitioning to Single Best Answer (SBA) questions and Objective Structured Clinical Examinations (OSCEs) to better test practical skills alongside theoretical knowledge.
- **Continuous Professional Development (CPD) Audit:**
 - Implement a system for auditing CPD activities through innovative solutions, such as an App for real-time submission of documentation. This will ensure ongoing professional growth and compliance with the latest standards. By investing in innovative education platforms and evolving the structure of our exams, CAI will continue to produce world-class anaesthesiologists equipped to meet the challenges of a rapidly evolving medical landscape.



Conclusion

The CAI Strategic Plan 2025–2030 outlines a comprehensive roadmap for the College, focusing on delivering excellence in patient-centred care, fostering innovation in training, promoting workforce diversity and wellbeing, and maintaining leadership in anaesthesiology education globally. With a commitment to trust, innovation, collaboration, dedication, and compassion, the College is poised to meet the evolving needs of its members, patients, and the wider healthcare community.



CAI

SALUS DUM VIGILAMUS

College of Anaesthesiologists of Ireland





CAI STRATEGY DAY



College of Anaesthesiologists of Ireland
22 Merrion Square North
Dublin D02 X236, Ireland

Phone: +353 1 265 0600
Email: info@coa.ie

www.anaesthesia.ie