

Quality Review Framework
Compliance Report

#### **Mission Statement**

"The Pre-Hospital Emergency Care Council protects the public by independently specifying, reviewing, maintaining and monitoring standards of excellence for the safe provision of quality pre-hospital emergency care"

©Pre-Hospital Emergency Care Council

Published by:

**Pre-Hospital Emergency Care Council** 

Feb 2019

2<sup>nd</sup> Floor, Beech House, Millennium Park, Naas Co Kildare, W91 TK7N, Ireland.

T: + 353 (0)45 882042

E: <a href="mailto:info@phecc.ie">info@phecc.ie</a>
W: <a href="www.phecc.ie">www.phecc.ie</a>

#### **Version History**

(Please visit the PHECC website to confirm current version.)

Name: REP031 Quality Review Framework Compliance Report					
Version	Date	Details			
1	Feb 2019	New Document			

## **Table of Contents**

1. Institution Details	
2. Review Details	1
3. Report Details	1
4. Review Activities	2
4.1 Meetings	2
4.2 Stakeholder Discussions	2
4.3 Observation of Practice, Facilities and Resources	2
4.4 Document Review	3
5. Compliance Rating and Level	3
6. Abbreviations – Assessment Method	3
7. Purpose of the Report	3
8. Findings	4
9. Summary	31
10. Next Steps	31



## **Quality Review Framework Compliance Report**

. Institution Details	
Name	
Address	
Type of Organisation	
Profile	
PHECC courses being delivered	
Higher Education Affiliation	
2. Review Details	
Purpose	
Scope	
Date of the Desktop Review	
Date of On-site Review	
Quality Review Panel (QRP)	
. Report Details	
Date report sent to Institution	
Report Compiled by:	



### 4. Review Activities

#### 4.1 Meetings

Opening Meeting (add rows as required)						
Name	Organisation	Role				
Closing Meeting (add rows as requi	ired)					
Name	Organisation	Role				

#### 4.2 Stakeholder Discussions

Name/Group	Role (add rows as required)				

#### 4.3 Observation of Practice, Facilities and Resources

Practice – e.g. Course delivery, administration, clinical placement (add rows as required)					
Location Comments					
Facilities (add rows as required)					
Location	Comments				



Resources – e.g. equipment, ICT, o	course material, etc (add rows as required)			
Location Comments				

#### **4.4 Document Review**

The records and systems listed below were reviewed and discussed during the desktop and on-site reviews.

#### 5. Compliance Rating and Level

The Compliance Ratings (CR) are designed to establish a baseline, measure ongoing progress and to encourage CQI. Ratings are given on a five-point scale (0-4) against each component.

Rating	Level	Descriptor
N/A	Not Applicable – N/A	The standard is not applicable.
0-0.99	Not Met – NM	No evidence of compliance in the organisation.
1 – 1.99	Minimally Met – MNM	Evidence of a low degree of organisation-wide compliance.
2 – 2.99	Moderately Met – MDM	Evidence of a moderate degree of organisation-wide compliance.
3 – 3.99	Substantively Met – SM	Substantive evidence of organisation-wide compliance.
4	Fully Met – FM	Evidence of full compliance across the organisation.

#### 6. Abbreviations – Assessment Method

- 1. DR = Document Review
- 2. SD = Stakeholder Discussion
- 3. OB = Observation

#### 7. Purpose of the Report

The purpose of this report is to:

- a) Provide a record of the level of compliance with the PHECC quality standards
- b) Highlight actions that need to be taken to ensure full compliance



#### 8. Findings

## Theme One: Organisational Structure and Management

**QS1.1: Governance** – The institution has fit-for-purpose governance that ensures objective oversight, clear lines of authority and accountability for all activities associated with PHECC-approved courses.

Component		Assessment Method			Commonto	CR
		DR	SD	ОВ	Comments	CK
1.1.1	Is it clear what constitutes governance in the institution? (appropriate to its needs, size and complexity)  - Does the organisational chart clearly reflect the institution's current structure and how that structure supports education and training activities?  - Does it clearly indicate who has overall responsibility for education and training governance and any delegated responsibilities?					
1.1.2	Are there procedures in place to ensure that (when required) relevant sub-groups/individuals are in place to provide objective oversight of:  - Course approval/amendment  - Results approval  - Self-assessment?  Is there up-to-date evidence of these activities taking place?					
1.1.3	Are there terms of reference/role descriptions for all subgroups/individuals carrying out oversight activities?					
1.1.4	Are there documented role descriptions for all activities associated with education and training?  - Administration - Internal Verification - Instructor					

					•	
Total CR	?		Average CR		Compliance Level	
1.1.5	Are there procedures in place managing risk?  Is there evidence of these according to the second sec	te for identifying, assessing and trivities taking place?				
	<ul> <li>Assistant Tutor</li> <li>Tutor</li> <li>Facilitator</li> <li>This is not an exhaustive list to each institution.</li> </ul>	. Additional roles may be unique				



Component		Assessment Method			Commonto	CR
Compo	Component		SD	ОВ	Comments	CR
1.2.1	Is there evidence that the institution is an established legal entity that  a) provides education and training as a principal function or  b) provides PHECC education and training standards?					
1.2.2	Are all tasks (from student entry to exit) associated with education and training documented?					
1.2.3	Is there evidence that the institution maintains up-to-date student records?  - Contact details - Supports - Attendance - Completion - Assessment - Certification and Progression to other courses					
1.2.4	Is there evidence that the institution maintains up-to-date records of all members of faculty?  - E.g. recruitments, contracts, PHECC certification and other qualifications, courses delivered, course evaluations, professional development, CPG upskilling, etc?					
1.2.5	Are a policy, associated procedures and supporting documents in place for data protection that meet legislative requirements?  - Does the policy reflect current practice?					



	<ul> <li>Do those involved in education and training activities understand what it means for their role?</li> </ul>			
1.2.6	Where there is an affiliation/partnership with another institution or higher education authority, is there  - A memorandum of understanding  - A joint working group  - An agreement outlining responsibilities for delivery, assessment and quality assurance?			
1.2.7	Is there evidence to demonstrate that the institution is in good financial standing (e.g. tax clearance certificate, etc)?			
1.2.8	Is there written confirmation that adequate insurance cover is in place to cover all education and training activities?			
1.2.9	Is the institution sufficiently resourced (finance and human) to carry out all quality assurance activities?			
1.2.10	Is there a complaints policy, and associated procedures, relevant to all stakeholders, and are all stakeholders made aware of it?			
1.2.11	Are a policy, associated procedures and supporting documents in place to ensure the institution is meeting its obligations under the Child and Vulnerable Persons Act 2012?			
Total C	R	Average CR	Compliance Level	
	,			



# **QS1.3: Continuous Quality Improvement** – The institution has a proactive, systematic approach to monitoring, reviewing and enhancing education and training activities.

Compo	nent		ssment Me	ethod	Comments	CR
Compo	ment	DR	SD	ОВ	Comments	CK
1.3.1	Is there a CQI/Quality policy, and associated procedures, that states the institution's commitment to systematic monitoring, annual self-assessment and quality improvement?					
1.3.2	Is it clear who has overall responsibility for the quality assurance of PHECC-approved courses?					
1.3.3	Is there evidence that all those involved in education and training activities have been made aware of their responsibilities for the quality assurance of PHECC-approved courses?					
1.3.4	Are appropriate performance indicators (KPIs) in place for monitoring all aspects of education and training? For example:  - Tutor/instructor rating - % of students completing courses - Dropout rates - Grade analysis - Course satisfaction rating					
1.3.5	Is it clear in the documentation how monitoring is carried out, by whom and what indicators it should be seeking?  - E.g. course evaluation forms reviewed by senior management after each course to monitor course rating and tutor/instructor rating					

1.3.6		ce of the systematic collection, t, faculty and other stakeholder on					
1.3.7	Is there up-to-date evident analysis of: - Student participation - Success (grade analysi - Progression?	ce of the systematic collection and					
1.3.8	Is there up-to-date evidence learning resources and loc	ce of the systematic review of ations?					
1.3.9	policies and procedures to	ce of the systematic review of ensure they are effective, fit for ractice and are consistent with the egislation?					
1.3.10	Is there up-to-date evidence planning and implementat	ce of quality improvement ion?					
Total CI	R		Average CR		Complia	nce Level	
	,				1		



**QS1.4: Transparency and Accountability** – The institution conducts its activities in an open and transparent manner, with appropriate feedback and feed-forward systems in place with and between all relevant stakeholders.

Comno	Component		ssment Me	thod	Comments	CR
Compo	ilent	DR	SD	ОВ	Comments	CK
1.4.1	Is there up-to-date evidence of internal reporting at all levels in the institution?					
1.4.2	Is responsibility for all tasks (from student entry to exit) associated with education and training clearly allocated and linked to relevant KPIs?					
1.4.3	Is there a procedure in place to ensure that certificate activity reports, the annual report (including a disclosure of all faculty members) and any other targeted information requests are submitted to PHECC?					
1.4.4	Are prospective students provided with sufficient information to make an informed choice about course participation?					
1.4.5	Are the general public made aware of any third-party relationships related to PHECC-approved courses and the responsibilities of those involved?					
1.4.6	Is information about the institution's quality assurance system and external reviews made available to the public in an easily accessible format?					

1.4.7	(internship sites, employe	ace to provide other stakeholders rs, etc) with information and to hem (feedback, updates, etc)?						
Total C	Total CR		Average	e CR			Compliance Level	



#### **Theme Two: The Learning Environment**

**QS2.1: Training Infrastructure** – Courses are carried out in appropriate facilities and are sufficiently resourced to deliver training to the highest standards.

Commo	Component		Asse	ssment Me	thod	Comments	CR	
Compo	nent		DR	SD	ОВ	Comments		CR
2.1.1	Is there evidence that the institution has a policy, associated procedures and supporting documents to demonstrate compliance with its safety, health and welfare at work legislative obligations?							
2.1.2	Is there evidence to demonstrate that appropriate training premises are selected and used to deliver PHECC-approved courses?							
2.1.3	Are there documented selection criteria and a checklist for external premises to be used for course delivery?							
2.1.4	Is there evidence that approavailable and have been use	opriate equipment/resources are ed for each course?						
2.1.5	Is there a system in place to equipment, and evidence th	o regularly maintain and update hat this is done?						
2.1.6	2.1.6 Is there evidence that all resources used for courses are fit for purpose and accessible?							
Total CI	Total CR		Average CR				Compliance Level	



#### **QS2.2 Student Support** – A positive, encouraging, safe, supportive and challenging environment is provided for students.

Component		Asse	ssment Me	ethod	Comments	CR
Compo	ment	DR	SD	ОВ	Comments	CK
2.2.1	Can the institution demonstrate that students are supported by adequate numbers of appropriately qualified and experienced faculty, administrative, technical and clinical staff, appropriate to the level of the course?					
2.2.2	Is there evidence that students are made aware of the supports available to them before, during and after their course?					
2.2.3	Can the institution demonstrate that it maintains appropriate tutor/instructor-to-student ratios, in keeping with PHECC's course approval criteria?					
2.2.4	Are opportunities provided for students to meet individually and collectively with faculty and/or management?					
2.2.5	Are there procedures to obtain information from potential and existing students of any additional support needs they may have?					
2.2.6	Are there mechanisms in place to provide reasonable accommodation for students with additional support needs?					
2.2.7	Are sufficient up-to-date resources (appropriate to the level of the course) made available to students in a variety of formats? (hard copy, online, library, etc)					



Total C	3		Average	CR			Compliance Level				
QS2.3:	QS2.3: Equality and Diversity – There is a commitment to provide equal opportunities for students and personnel in compliance with relevant equality legislation.										
Compo	nont		Asse	ssment Me	ethod	Comments		CR			
Compo	2.1		DR	SD	ОВ	Comments		CK			
2.3.1	associated procedures?										
2.3.2	Are all relevant policies and procedures legislatively										
2.3.3	Is there evidence that students, faculty and other										
2.3.4	Does the institution have codes of conduct for staff, faculty										
2.3.5	Is there evidence that faculty are provided with un-to-date										
2.3.6	Does course delivery accomand different learning styles	nmodate the cultural backgrounds s of students?			_						
Total C	otal CR		Average	CR			Compliance Level				



QS2.4 Internship/Clinical Placement – Internship/clinical placement sites are appropriate to course content and the learning outcomes to be achieved (NQEMT courses only).

Component		Asse	ssment Me	ethod	Comments	CR
Compo	nent	DR	SD	ОВ	Comments	CK
2.4.1	Is there a documented MOU/agreement in place between the institution and internship/clinical placement site(s)?					
2.4.2	Does the MOU/agreement between the institution and internship/clinical placement site:  a) Outline the commitment to ongoing monitoring, review and support of a quality learning environment to ensure students can maximise their learning experience? b) Provide details of the responsibilities of both in relation to quality assurance? c) Detail academic liaison and engagement to support practice-based learning?					
2.4.3	Is there evidence that all internship/clinical placement sites have been assessed and audited to ensure their suitability as a quality learning environment in accordance with PHECC standards and guidelines for course approval?					
2.4.4	Before using a new internship/clinical placement site, has verification of the completed assessment/audit endorsed by the institution been submitted to PHECC?					
2.4.5	Can the institution demonstrate that only PHECC-approved internship sites are used for placement?					



	Are there documented selection criteria for			
2.4.6	internship/clinical placement sites?			
2.4.7	Does the internship/clinical placement site(s) provide students with appropriate learning environments to support the development and achievement of their competencies?			
2.4.8	Are the systems in place for students to raise concerns about their placement?  Is there a formal structure in place between the institution and internship/clinical placement site to follow up and resolve any student and preceptor concerns?			
2.4.9	Is a fair and transparent system in place for student placement?			
2.4.10	Is a sufficient number of mentors and preceptors (clinical supervisor) in place with each internship site?			
2.4.11	Are learning outcomes to be achieved during the internship/clinical placement period documented?			
2.4.12	Is a schedule and procedure in place for monitoring visits to internship/clinical placement sites?			
2.4.13	Is there evidence that appropriate documentation is in place to record student activities during their internship?			
2.4.14	Is an accurate and up-to-date record of student internship/clinical placement activities maintained by the student and made available for internal and external review (Learning Portfolio)?			
			·	



Total CR	Average CR	Compliance Level	

## Theme Three: Human Resource (HR) Management

**QS3.1: Organisational Staffing** – The institution has sufficient, appropriately qualified and experienced personnel to maintain high-quality education and training activities.

Component		Assessment Method			Comments	CR
Comp	onent	DR	SD	ОВ	Comments	
3.1.1	Is there evidence of a robust systematic approach to recruiting appropriately qualified and experienced personnel to carry out education and training activities?					
3.1.2	Is a minimum standard in place for the academic and subject matter experience of:  - Faculty (facilitators, tutors, assistant tutors, instructors, etc)  - Visiting subject experts  - Internship/clinical placement mentors and preceptors (clinical supervisors)?					
3.1.3	Can the institution demonstrate that it has adequate numbers of personnel in place to:  - Meet the current and projected demand for its service  - Carry out the activities described in its policies and procedures  - Maintain PHECC requirements for course approval  - Systematically organise, deliver and monitor the quality of courses and awards					



	- Ensure full compliance with the QRF?														
3.1.4	Does the composition of the institution's personnel meet PHECC education and training standards for each course on offer?														
3.1.5	Is there evidence that all personnel involved in administering and delivering PHECC-approved courses:  - Have been made aware of their quality assurance responsibilities  - Are carrying out those activities consistently?														
3.1.6	Is there evidence that the institution is meeting its obligations under the Children and Vulnerable Persons Act 2012?  - Policy and procedures in place  - Garda Vetting policy and procedures, if required														
3.1.7	Is there a written job description specific to each position in the institution?														
3.1.8	Have all personnel been issued with a written statement of terms of employment/engagement?														
			•												
Total (	CR	Average	Average CR		Compliance Level										



**QS3.2: Personnel Development** – The institution has a systematic approach to supporting and developing all personnel, ensuring they have the competencies required to deliver high-quality education and training.

Component		Asses	ssment Me	thods	Comments	CR
Comp	onent	DR	SD	ОВ	Comments	Cit
3.2.1	Is there a documented procedure to identify the training/upskilling needs of all personnel?					
3.2.2	Can the institution demonstrate that:  a) It has a documented induction programme for all personnel  b) The induction is consistent and appropriate to the relevant role  c) All personnel have attended induction  d) The induction clearly outlines responsibility for the quality assurance of PHECC-approved courses?					
3.2.3	Is there evidence of a training and development plan/programme which details how the institution meets the support and development needs of relevant personnel?					
3.2.4	Is there evidence that support and development/upskilling has taken place?					
3.2.5	Is there evidence that practitioner upskilling has taken place within 18 months of new CPG publication?					
3.2.6	Are there mechanisms in place for faculty to request support for training/upskilling and to achieve additional qualifications?					
3.2.7	Is a formalised support and supervision and annual appraisal system in place?					



3.2.8	Can the institution demonstrate that personnel have completed training/upskilling relevant to their role?  - Manual Handling - Patient Handling - Infection Prevention and Control - Train the Trainer This list is not exhaustive. The institution may have training/upskilling requirements unique to its services.					
Total (	CR		Average CR		Compliance Level	



QS3.3	QS3.3: Personnel Management – A systematic approach is taken to managing all individuals and groups engaged in education and training activities.											
			Asse	ssment Me	thod	Comments		65				
Comp	onent		DR SD OB		ОВ	Comments		CR				
3.3.1	Does the institution have systems in place for regular and appropriate communication between faculty and management?											
3.3.2	Is there evidence that faculty provide feedback during and after their course?  - Course reports											
3.3.3	Is there a system in place that ensures that only personnel with valid certification deliver PHECC-approved courses?											
3.3.4	Is there evidence that the activities of faculty and visiting subject experts are systematically monitored through: a) Observation b) Analysis of relevant documentation?											
3.3.5	Are procedures in place for dealing with poor and unacceptable performance of faculty?											
3.3.6	Can the institution demonstrate that it has appropriate HR policies and procedures in place to meet its legislative obligations?											
Total CR		Average CR				Compliance Level						



#### **QS3.4: Collaborative Provision** – Appropriate contractual and quality assurance arrangements are in place with contracted staff.

Component		Asse	ssment Me	ethod	Comments	CR
Comp	onent	DR	SD	ОВ		
3.4.1	Does the institution have a collaborative provision policy, and associated procedures, in place that:  - Clearly states that the institution retains full control and responsibility for academic decisions and quality assurance  - Clearly states that the institution is responsible for activities carried out in its name  - Outlines the due diligence of any individual or organisation contracted to deliver any activity associated with PHECC-approved courses  - Clearly details the responsibilities of each party for the quality assurance of PHECC-approved courses?					
3.4.2	Can the institution demonstrate that it has satisfactory monitoring procedures in place for courses being delivered remotely by contracted faculty?  Is there evidence of these activities taking place?					
3.4.3	Is a written and signed contract in place?					
3.4.4	Does the institution maintain an up-to-date record of every member of contracted faculty, including: - their PHECC certification - Qualifications - Course delivery details - CPC?					



Total	CR	Average CR		Compliance Level	
3.4.7	<ul> <li>Does the institution have evidence that:</li> <li>It receives regular reports of contracted faculty education and training activities</li> <li>These reports are analysed</li> <li>Any actions arising from the analysis have been taken?</li> </ul>				
3.4.6	Is there evidence of agreed quality assurance standards between all parties involved?				
3.4.5	Are contracted faculty details submitted to PHECC?				

#### Theme Four: Course Development, Delivery and Review

**QS4.1: Course Development and Approval** – A systematic approach is taken to course development and approval.

Component		Assessment Method			Comments	CR
Compo	nent	DR	SD			CK
4.1.1	Does the institution have a course development, delivery and review policy?					
4.1.2	Does the institution have a documented procedure for course development/amendment to reflect any updates or changes in PHECC education and training standards, clinical practice guidelines or examination standards?					
4.1.3	Does course development reflect PHECC requirements?					
4.1.4	Does course development:  a) Demonstrate an appropriate balance between theory and practice  b) Provide a balance between presentations, group work, skills demonstrations, practical work and blended learning, as appropriate  c) Promote a commitment to self-directed learning, as appropriate?					
4.1.5	Does the development of course material include:  a) Clearly outlined aims and objectives, detailing competencies to be achieved by students  b) Detailed lesson plans that include all information as set					

4.1.6	Is there evidence that a systematic approach is taken to course approval?										
Total Ci	₹		Average	e CR				Compliance Level			



# **QS4.2: Course Delivery, Methods of Theoretical and Clinical Instruction** – Courses are delivered in a manner that meets students' needs and in accordance with PHECC guidelines.

_	Component		essment Me	ethod	<b>6</b>	
Compo	nent	DR	SD	ОВ	Comments	CR
4.2.1	Is there evidence that courses are delivered in keeping with PHECC education and training standards and clinical practice guidelines?					
4.2.2	Is there evidence that student induction takes place?					
4.2.3	Can the institution demonstrate that all courses are delivered by appropriately qualified personnel?					
4.2.4	Are relevant instructor/tutor details recorded on course documentation?					
4.2.5	Is there evidence of student attendance at training?					
4.2.6	Is delivery of learning outcomes by third parties documented and monitored on a regular basis, including site visits as appropriate?					
4.2.7	Is structured one-to-one time (remediation, mentoring) available for students, and appropriate to their needs?					
4.2.8	For NQEMT courses only: Is a documented record of student activities (from the student) maintained and available for inspection by PHECC and relevant stakeholders (e.g. Learning Portfolio)?					
	· · · · · · · · · · · · · · · · · · ·					

Total C	Total CR Avera			CR		Compliance Level	
QS4.3	Course Access, Transfer	and Progression – Course informati	ion is cle	ar, and a	ccess is fa	ir and consistent, with recognition of prior learning, as appropriate.	
Compo	Component		Asse	ssment Me	ethod	Comments	CR
4.3.1	Are there an admissions policy and procedures and/or clear entry criteria?						
4.3.2	Is information available to prospective students on course details, including: name, structure, duration, award type, fees, terms and conditions, transfer and progression opportunities, etc?						
4.3.3	Is information available to students on the process for recognising prior learning (if applicable), whether through formal, non-formal or informal routes?						
4.3.4	4.3.4 Do procedures for RPL adhere to the guidelines for each individual course, in keeping with PHECC guidelines?						
Total CR		Average CR			Compliance Level		



QS4.4:	Course Review – Course	es are reviewed in a manner that all	ows for o	construct	ive feedb	ack from all stakeholders.	
Compo	nont		Asse	ssment Me	thod	Comments	CR
Compo	Component		DR	SD	ОВ	Comments	CK
4.4.1	Does the institution have documented procedures for course review?						
4.4.2	Do students have opportunities to provide feedback during and after their course?						
4.4.3	Do faculty have opportunities to provide feedback during and after their course?						
4.4.4	Does the course evaluation including mentors, as app	on process involve key stakeholders, propriate?					
4.4.5	Are course evaluations do course director?	ocumented by the tutor/instructor or					
4.4.6	Are areas for improvement identified and actions agreed and implemented as outlined in the course improvement plan and/or QIP?						
Total CR			Average CR			Compliance Level	



Component		Assessment Method			Comments	CR
		DR	SD	ОВ	Comments	
4.5.1	Does the institution have an assessment policy and procedures?					
4.5.2	For NQEMT Paramedic and AP only: Is an appropriate assessment schedule in place, which has been approved by PHECC?					
4.5.3	Is there evidence that an appropriate assessment methodology is used for all courses?					
4.5.4	Is it clearly stated when PHECC assessment material is used?					
4.5.5	Do students: a) Have access to the information (e.g. course material) necessary for them to participate in assessment b) Receive feedback on their assessment/results?					
4.5.6	Does the institution have procedures to adapt assessment methodologies to cater for students with additional support needs?					
4.5.7	Is there evidence that: a) Responsibility for assessment material is designated b) Assessment materials are securely stored?					
4.5.8	Is it clear who has responsibility for managing the PHECC certification system at responder level and practitioner (NQEMT) level?					



Total CF	R	Averag	e CR		Compliance Level
4.5.13	Does the institution have a student appeals policy and procedures?				
4.5.12	Does the institution have a procedure for results approval?  Is there evidence that results approval takes place?				
.5.11	Does the institution have a procedure for external authentication?  Is there evidence that external authentication takes place?				
1.5.10	Does the institution have a procedure for internal verification?  Is there evidence that internal verification takes place?				
4.5.9	Is there evidence that students are authorised to apply for NQEMT examination at the appropriate time?				

## 9. Summary

Theme 1: Organisational Structure and Management							
Quality Area		Components requiring Improvement	Compliance Level				
1.1	Governance						
1.2	Management Systems and Organisational Processes						
1.3	Continuous Quality Improvement						
1.4	Transparency and Accountability						
Ther	Theme 2: The Learning Environment						
2.1	Training Infrastructure						
2.2	Student Support						
2.3	Equality and Diversity						
2.4	Internship/Clinical Placement						
Theme 3: Human Resource Management							
3.1	Organisational Staffing						
3.2	Personnel Development						
3.3	Personnel Management						
3.4	Collaborative Provision						
Ther	ne 4: Course Development, Delivery and Re	view					
4.1	Course Development and Approval						
4.2	Course Delivery – Methods of Theoretical and Clinical Instruction						
4.3	Course Access, Transfer and Progression						
4.4	Course Review						
4.5	Assessment and Awards						

## 10. Next Steps

The findings from this report should be used to update the Quality Improvement Plan. The findings will also be used to inform the composite report. Refer to the QRF overview for more information.



Beech House, Millennium Park, Naas Co Kildare, W91 TK7N, Ireland.

Phone: +353 (0)45 882070 Email: info@phecc.ie