



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School



Executive Education  
Ranking 2020

# BUSINESS AND LEADERSHIP SKILLS IN THE HEALTHCARE SECTOR

FOR CONSULTANT  
MEMBERS OF THE MEDICAL  
AND DENTAL PROFESSION



# INTRODUCTION

In 2021 the Medical and Dental Consultants Association (MDCA) conducted a Practice Development survey with its members to gain insight into the development needs of Consultant members of the Medical and Dental Profession. One of the key findings was the need for up-skilling and training in the area of business development and leadership skills so that Consultants can continually develop their Practice. MDCA commissioned UCD Smurfit Executive Development to design a programme to specifically address these skill gaps for the Healthcare Sector.

## WHO IS THIS PROGRAMME FOR?

This part-time programme is for:

- Consultant members of the Medical and Dental profession in private hospitals and clinics
- Professional management staff of private hospitals and clinics.
- Non consultant physicians in private clinics and allied health professionals e.g. physiotherapy, optometry, audiology, etc.

## PROGRAMME OUTCOMES

This programme has been designed to develop your skills in behavioural leadership, building a high-performing team, developing a strategic mindset, cultivating innovation within your practice, negotiation as well as building your commercial acumen.

On completion of the programme you will receive a Certificate of Completion from UCD Smurfit Executive Development, in fulfillment of CPD requirements.

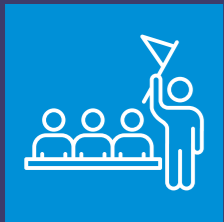


# PROGRAMME OVERVIEW

The programme comprises of 8 modules, each of which sits within one of three key programme themes:

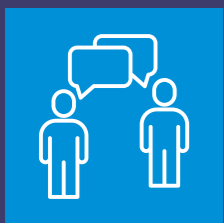
- Become a Leader
- Get the Most from your Team
- Strengthen your Practice

## THEME 1: BECOME A LEADER



### BEHAVIOURAL LEADERSHIP

Behavioural leadership theory argues that the success of a leader is based on their behaviour rather than their natural attributes. Using tools, models and experiential exercises this module will enable you to build your skills and capabilities towards a behavioural leadership approach. This module will build on your self-awareness and skills from the bottom up.



### COACHING CONVERSATIONS FOR HEALTHCARE LEADERS

This module will enable you to understand and demonstrate the value of coaching behaviours to enhance performance and career development and manage under-performance within your practice. You will learn to promote a culture of conversation, engagement and interaction between people and learn to support team members in their existing roles or in transitioning to new roles.

## THEME 2: GET THE MOST FROM YOUR TEAM



### BUILDING A HIGH-PERFORMING TEAM CULTURE IN YOUR PRACTICE

This module will emphasise creating an environment in your practice which is characterised by inspirational leadership and high performance teamwork linked to emotional intelligence. Activities are designed specifically to stimulate patterns of leadership and team building.



### CULTIVATING INNOVATION WITHIN YOUR PRACTICE

Using case studies relevant to the healthcare sector, this module will illustrate how to best cultivate innovation in your practice. You will work through a relevant organisational challenge/issue/opportunity to produce key workable actions and outputs.



### DEVELOPING A STRATEGIC MINDSET FOR YOU AND YOUR PRACTICE

How do you ensure that everyone within your practice is focused on the same strategic intent, with shared expectations for high performance, and accountability for results? This module will distil the key requirements for strategic execution, as well as developing a succinct set of insights and interventions in four key areas: shared strategic intent; agility; architecture and ability.

## THEME 3: STRENGTHEN YOUR PRACTICE



### NEGOTIATION AND INFLUENCE IN PRIVATE PRACTICE

This is a practical, hands-on module that will involve you completing a number of role-play scenarios which will be fully debriefed by the facilitator. The sessions will develop your knowledge base and skills in the following areas: creating value in negotiations; negotiation strategy; claiming value in negotiations; influencing styles and tactics; power in negotiations, and conflict, people and emotions.



### MAXIMISING THE VALUE OF YOUR PRACTICE

While it is not necessary to be an accountant or have the skills of a CFO, the practice CEO should understand the language of finance, be able to interpret financial statements and monitor all the financing and accounting activities in the practice. This module will provide a focused overview of the financial concerns of a medical practice, examining financial statements with practical approaches about how to interpret them. You will learn how to evaluate profitability, identify trends, spot vulnerabilities, make financing decisions and decide on investment decisions.



### ORGANISATIONAL RESILIENCE

This module will enable you to develop a critical appreciation of the concept of organisational resilience, what it is and why it is important to your practice. It will also enable you to: recognise how to build a resilience capacity and culture; appreciate the linkages between resilience at individual, team, and organisational levels, and the role of leaders in strengthening these linkages; and, recognise the importance of resilience in responding effectively to organisational crises.

# PROGRAMME TIMING AND STRUCTURE

The programme will commence in April 2022 and will conclude in December 2022. In order to offer the greatest level of convenience and time-efficiency, each module will be delivered in a series of live online workshops which will take place in the evening, outside regular office working hours, which will be recorded. A detailed timetable will be available in due course, but it is envisaged that there will be approximately 2 workshops per month.

In the live online environment, participants will engage in real-time interaction with faculty and peers and immerse themselves in discussions and participate, similar to the 'in-person' experience. A variety of teaching methodologies designed to stimulate class participation and interaction with the course content such as:

You will work directly with Smurfit Executive Development's team of renowned experts in leadership development and management. This course will also deliver a unique opportunity to broaden your perspective by learning alongside your peers.

## UCD PROGRAMME LEAD



### HELEN BROPHY, DIRECTOR, SMURFIT EXECUTIVE DEVELOPMENT

Helen leads the Smurfit Executive Development team, but she also specialises in programme design and delivers across the programme portfolio in areas of leadership, change management and organisation effectiveness. She holds an Executive Masters in Consulting and Coaching for Change from INSEAD, in addition to an MBS from UCD Smurfit School and a BA in Communication Studies from Dublin City University. Helen is certified by the British Psychological Society for Level A Occupational Ability and Level B Personality Psychometric Test User Certification and is qualified in a range of psychometric and 360 instruments. She has also continued her professional development throughout her career, undertaking programmes at leading ranked international Business Schools including Harvard (US), Center for Creative Leadership (US) and IESE (Spain).

# ABOUT US

## UCD SMURFIT EXECUTIVE DEVELOPMENT

As part of Ireland's leading business school, Smurfit Executive Development programmes are designed to provide the business leaders of today and tomorrow with a transformational experience. We are one of an elite group of schools worldwide to hold triple accreditation from AACSB (US), EQUIS (Europe) and AMBA (UK) and are the only Irish member of the leading international business school alliances CEMS, GNAM and PIM. UCD Smurfit Executive Development is also a member of UNICON, an invitation-only alliance of the world's leading university-based executive education providers.

UCD Smurfit Executive Development has been ranked 1st in Ireland, 27th in Europe and 42nd in the world for its Open Enrolment programmes according to the prestigious 2020 Financial Times Executive Education Rankings. Our customised programmes have also been ranked at 47th in the European top 50. By offering a world class range of customised, diploma and open enrolment programmes, Smurfit Executive Development helps executives, and their organisations create new opportunities to drive growth and create value.

Our dedicated team of faculty are widely recognised as skilled educators, ground-breaking researchers, and accomplished authors. Through publishing, consulting and teaching, they leverage their business expertise and field-based research to deliver programmes, encourage participants to develop new ways of thinking, widen their perspectives and to understand their own challenges and capabilities. The faculty present topics in a range of engaging methods such as 'action learning' projects, case studies, role plays, individual assessment, and one-on-one coaching, so as to deliver a unique and lasting learning experience.

## MDCA

The Medical and Dental Consultants Association was established in June 2020. Its primary focus is patient directed advocacy and maintenance of continuity of patient care. The Association welcomes Consultant Specialist members of the Medical and Dental profession who practice in Private Hospitals and Clinics.

Objectives of the MDCA:

- To represent the professional character and professional interests of Medical and Dental Consultants and to provide them with all relevant services to the development of a caring and effective health service, putting the patients at the centre of its activities.
- To promote, encourage and support the advancement of the practice of private Medicine and Dentistry in all specialties and areas and the improvement of healthcare in Ireland.
- To promote, and protect by all lawful means, the rights and interests of Medical and Dental Consultants.
- To negotiate with relevant insurance bodies, private hospitals and relevant state entities and key stakeholders on behalf of members.
- To raise the standards of best practice within the Medical and Dental profession and of relevant education.





# FEES

The fee of €4,500 is a comprehensive cost that includes your tuition and all course-related materials.

# NEXT STEPS

For more information on the programme and to secure your place please contact:

Arthur B. Cummings - M.Med (Ophth), FCS(SA), FRSCed,  
PCEO Consultant Ophthalmologist/Medical Director

Email: [abc@wellingtoneyeclinic.com](mailto:abc@wellingtoneyeclinic.com)