



Smurfit Executive Development
UCD Michael Smurfit Graduate Business School

CERTIFICATE IN HEALTHCARE MANAGEMENT PRACTICE



Executive Education
Ranking 2019

1

IN IRELAND
FOR OPEN ENROLMENT

24

IN EUROPE
FOR OPEN ENROLMENT

43

GLOBALLY
FOR OPEN ENROLMENT

PART-TIME PROGRAMME



PROGRAMME OVERVIEW

This programme, developed by Dublin Academic Medical Centre (DAMC) clinicians in partnership with Smurfit Executive Development, provides doctors with relevant management language, tools and best practice, focuses on practical skills development through highly-interactive discussions, role-plays and simulations.

Participants will learn to understand key business management principles, practice and tools in relation to healthcare dynamics, financial management and leadership. Learning outcomes include increased managerial effectiveness through the application of theoretical knowledge and practice, and the evaluation and appraisal of financial data to improve service development and efficiency.

WHO IS THIS PROGRAMME FOR?

The programme is designed for NCHDs who wish to learn about the non-clinical aspects of healthcare delivery and at the same time receive a formal postgraduate qualification (awarded at Level 9 NFQ) to assist in their career development.

LEARNING OUTCOMES

On completion of the programme, participants will be expected to be able to:

- Display/Demonstrate their knowledge and understanding of key business management principles, practice and tools focusing on financial management and business planning, service development, change management, negotiation and communication;
- Ascertain the factors which influence the efficiency of a service enterprise/organisation;
- Apply theoretical knowledge and practice as appropriate to inform the practitioner's current and future roles within the healthcare sector;
- Identify opportunities to improve the day-to-day management of healthcare service, planning, budgeting and personal effectiveness;
- Evaluate and appraise data to resolve healthcare issues and improve the processes/procedures used within the healthcare environment;
- Communicate clearly, major policy/strategic developments within the healthcare environment to all stakeholders.

PROGRAMME CONTENT

The programme is delivered over 6 days and encompasses the following:

Business Management Fundamentals

This module introduces participants to the language and concepts of finance and business. Using a number of case studies participants will get the opportunity to understand basic financial statements including Profit & Loss Accounts, Balance Sheets and Cash Flow Statements. Participants will develop an appreciation for the judgements and estimates that underpin most financial numbers.

Business Planning

This module builds on the financial and business knowledge gained in module one. Participants will apply their business understanding to a number of clinically based case studies using a highly-interactive and participative process. The module culminates with participants developing a business plan for an initiative that is important to them in the context of their own clinical practice. While this business plan is valuable in itself, it also serves as a template for future such projects.

Communication, Negotiation & Influencing

The emphasis of this module is on improving practical negotiation and influencing skills required in the workplace. Participants will develop their negotiation skills by learning the most effective strategies to use and by practising with a realistic simulated negotiation exercise set in a hospital environment. A key element of negotiation is the ability to influence others, and participants will have the opportunity to discuss and explore solutions to situations in their own workplace in which they would like to be more influential.

Self-Management

The Self-Management module will present a number of tools and techniques that will enable participants to better position themselves in how they are perceived by others and in a way that makes their interactions with others more effective. Using a communications model, the module will help participants adapt their style to their audience. Personal branding and what that entails is examined in addition to looking at techniques to help the participants be more effective in how they manage their time. The most important element of self-management is our attitude to change. The area of change and how it effects the individual will be one of the core underlying strands throughout the module.

Managing Change in Irish Healthcare

This module will provide participants with best practice guidelines on how to lead and manage change in the constantly shifting context of the Irish healthcare system. Adopting an action-learning approach the module will work with participants' real projects to understand and develop the skills of change diagnosis, planning, implementation and evaluation. The focus here will be on developing leadership skills to effectively drive effective and enduring organisational change.

Developing a Service

The Developing a Service module provides participants with an understanding of the nature of service and the factors that contribute to excellence (or otherwise) in service design and delivery. The pluralistic structures within the healthcare sector give rise to competing demands for more commercially oriented performance. Creating a culture of service excellence in healthcare requires the application of principles and techniques used elsewhere. The potential to adapt these techniques / principles is examined with a view to taking advantage of the best aspects of the art and science of medicine.

Dragons' Den

Four course participants will be invited to deliver a "Dragons' Den" style pitch of their business plan to a panel of distinguished healthcare managers. A medal is awarded to one overall winner.

ASSESSMENT

Credits are earned through continuous assessment assignments. Participants will not sit exams. All assessment is completed by participants individually and is set out in the study guide.

APPLICATION INFORMATION

Structure

The programme is delivered over 6 days. Pre-reading will be required. Assessment is by project and assignment work. Workshops will take place at the Department of Postgraduate Medical Education, Catherine McAuley Education & Research Centre, Mater Hospital. Participants must attend all workshops.

Fees

The fee of €2,500 is a comprehensive cost that includes your tuition, all course-related materials, lunches and refreshments.

Application Procedure

If you would like to apply for this programme, please contact Postgraduate Medical Education, Mater Misericordiae University Hospital on postgrad@mater.ie or Tel +353 1 803 4383.

Dates for March 2020 intake

Weekend 1

Ms. Kathy O'Reilly Delivering a Service Saturday 21st March 2020	Mr. Gearóid Hardy Change Management Sunday 22nd March 2020
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Weekend 2

Mr. Stephen Boyle Negotiation Saturday 25th April 2020	Prof. Karan Sonpar Self-Management Sunday 26th April 2020
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Weekend 3

Prof. Gerardine Doyle
Business Management Fundamentals
Saturday 23rd & Sunday 24th May 2020

Timing: Saturday & Sundays 9am-5pm

Location: Mater Postgraduate Medical Centre, MMUH,
48 Eccles Street, Dublin 7



Dublin Academic Medical Centre
Mater Misericordiae University Hospital

A thoroughly enjoyable, and broad, especially in the context of a commitment of 6 days, introduction, to topics eminently relevant to healthcare management. I would wholeheartedly recommend this course. It was delivered by an excellent cadre of lecturers extremely wellversed in their respective topics.

Padhraig O'Loughlin MD MRCS,
SpR in Trauma & Orthopaedic Surgery,
Connolly Hospital Blanchardstown

I would highly recommend this course for those seeking relevant knowledge and skills in healthcare and self-management. It addressed all my expectations regarding Healthcare Management.

Dr. Shawgi Izzeldin, Surgical Registrar, SIVUH, Cork.



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Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

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