

INTRODUCTION

Learning the language and practices of management.

Most clinicians have well-developed clinical skills but have had little formal training in management or business processes. In order to address this shortfall, the DAMC in partnership with Executive Education at UCD Michael Smurfit Graduate Business School have developed a management programme for clinicians.

This bespoke programme has been devised to meet the needs of doctors in the unique environment of healthcare with a focus on practical skills development through highly-interactive discussions, role-plays and simulations. This programme will provide clinicians with an opportunity to develop and enhance their knowledge of relevant management language, tools and best practice.

Who is this programme for?

The programme is designed for NCHDs and Consultants 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), which will assist in their career development.

What will I get from this programme?

- Understanding of key business management principles, practice and tools in relation to healthcare dynamics, financial management & leadership
- Increased managerial effectiveness through the application of theoretical knowledge and practice
- Evaluation and appraisal of financial data to improve service development and efficiency



Message from the Director of Postgraduate Medical Education Dublin Academic Medical Centre (DAMC), Dr. Dermot Power



Since 2008 the MMUH has entered into a novel partnership with St Vincent's University Hospital and University College Dublin to form the Dublin Academic Medical Centre (DAMC). The launch of the Certificate in Healthcare Management marks a new and exciting departure for the DAMC. In the development of this programme we have partnered and continue to work with UCD Michael Smurfit Graduate Business School. Their expertise and flexible approach to building a highly-tailored specific programme is in line with our own vision for healthcare management.

To those who decide to undertake this programme we look forward to meeting you and to hearing your feedback on what we believe is a most unique partnership between the worlds of business management and healthcare delivery.

Message from the Director of Executive Education, Phillip Matthews



We are delighted to be working with the Dublin Academic Medical Centre on the design and delivery of this programme. The programme has been designed to give Doctors a practical grounding in healthcare management practice and we are confident that it will be invaluable to their future career progression. Our approach to customised professional programmes is a highly collaborative, partnership approach and in this programme we have managed to deliver highly-tailored content and learning whilst maintaining the academic rigour required of a fully-accredited postgraduate award at Level 9 NFQ.

We look forward to meeting you and working with you to ensure that you get the most from your time with us; from the interactive taught modules through to the networking opportunities and shared perspectives with other participants.

PROGRAMME CONTENT

The programme consists of six modules as follows:

- **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 as well as 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 within Irish Healthcare**
This module provides participants with a proven 'road map' on how to lead and manage ever-increasing change and diversity in Irish Healthcare. In this highly-interactive module, participants will explore practical case studies chosen from the Healthcare environment, as well as engage in discussions with frontline healthcare professionals and explore how they have dealt with the challenges of managing ongoing change in their own areas.
- **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.



“A very relevant programme overall and certainly very professionally run and delivered. A good mix of tutorials with interactive learning and assignments. A very good introduction to healthcare management covering topics that are often not available on other courses.”

Tommy Kyaw Tun, Specialist Registrar, Beaumont Hospital

PROGRAMME DETAILS

Programme Structure

The programme is delivered over 6 days. Pre-reading will be required. Assessment is by project and assignment work throughout the programme.

Workshops will take place at the Department of Postgraduate Medical Education. The timetable is from 08.00 to 17.00 each day. Participants must attend all workshops.

Entry Requirements

This programme is designed for Consultants and NCHDs at Specialist and Senior Registrar level.

Application Procedure

For application forms and further information please contact

Rita Marron

Course Co-ordinator

Department of Postgraduate Medical Education
MMUH, Catherine McAuley Centre

Nelson St.

Dublin 7

Tel (01) 803 4383

Email rmarron@mater.ie



UCD Michael Smurfit Graduate Business School, Carysfort Avenue, Blackrock, Co Dublin

www.smurfitschool.ie