



Smurfit Executive Development

UCD Michael Smurfit Graduate Business School

MDCA
MEDICAL & DENTAL
CONSULTANTS ASSOCIATION



EXECUTIVE
EDUCATION
2023 RANKING

UCD SMURFIT - BUSINESS AND LEADERSHIP SKILLS FOR HEALTHCARE PRACTICE EXCELLENCE

DEVELOP AND
EFFECTIVELY MANAGE
YOUR PRACTICE



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. The first UCD Smurfit Executive Development 'Business and Leadership Skills Programme for the Healthcare Sector, was launched in April, 2022. We are now accepting applications/ expressions of interest for the next intake of this programme which will commence in October 2023 and conclude in June 2024.

WHO IS THIS PROGRAMME FOR?

This part-time programme is for:

- Private Consultants and General Practitioners
- Members of the Dental profession in private hospitals and clinics
- Senior management in the private healthcare market
- Non Consultant physicians in private clinics
- Allied healthcare professionals

"I can confirm without hesitation that this UCD Smurfit Executive Development/ MDCA programme provided excellent value and I learned something worthwhile, practical and applicable to my practice with each and every session. Our practice has successfully applied the strategies and techniques that we learned during the programme. The CPD points are also welcome. I would encourage any colleague who spends any time in private practice to enroll for this course. I am positive that you too will find value in the materials, enjoy the class interaction and appreciate the stellar faculty."

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

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.

This programme is CPD accredited and you will receive a Certificate of Completion from UCD Smurfit Executive Development once you have completed the course.

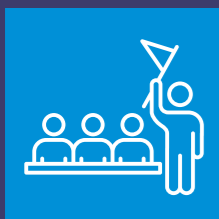


PROGRAMME OVERVIEW

The programme comprises of 9 modules, each of which sits within one of three key programme pillars:

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

PILLAR 1: BECOME A LEADER

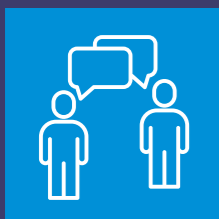


BEHAVIOURAL LEADERSHIP

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

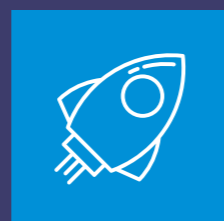
This module will enable you to understand and demonstrate the value of coaching behaviours to enhance performance and career development and manage under-performance within your practice. You will learn to promote a culture of conversation, engagement and interaction between people and learn to support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

PILLAR 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.

PILLAR 3: STRENGTHEN YOUR PRACTICE



DESIGN AND MANAGEMENT OF PRACTICE OPERATIONS

Operations management (OM) is the administration of business practices to create the highest level of efficiency possible within an organisation. This module will emphasise the tools and techniques that can be used to address the achievement of excellence in your practice. It will address your proposition to patients and business model, your process design, and how you can optimise use of resources.



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. This module will also focus on making sound financial decisions about entering and exiting private practice.



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

This programme will commence in October 2024 and will conclude in June 2024. 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. 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 will be utilised.

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



PROFESSOR JOE PEPPARD, ACADEMIC DIRECTOR, SMURFIT EXECUTIVE DEVELOPMENT

Professor Joe Peppard is the Academic Director of UCD Smurfit Executive Development. Prior to joining UCD Smurfit Executive Development, Joe was a faculty member at MIT Sloan School of Management, US, ESMT Berlin, Germany, and at Cranfield School of Management, UK. An expert in the application of technology for operational and strategic purposes and digital transformation, his research studies contemporary issues and challenges that executives face in an environment of accelerating technological change.

Joe's research has been published in outlets such as Harvard Business Review, California Management Review, and Journal of Information Technology. His most recent books are Taking the Reins as CIO: A Blueprint for Leadership Transitions (with Tony Gerth) and The Strategic Management of Information Systems: Building a Digital Strategy (with John Ward). Last year, The Wall Street Journal cited his research as one of "10 tech events of 2021 that will shape the future."

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, 19th in the EU and 31st in the world for its Open Enrolment programmes according to the prestigious 2022 Financial Times Executive Education Rankings. 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.



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:

Smurfit Executive Development

Jehan Henehan, Programme Manager
Email: jehan.henehan@ucd.ie

Sinéad Mc Aleese, Business Development Administrator
Email: sinead.mcaleese1@ucd.ie