Institute of Leadership
Royal College of Surgeons in Ireland

Kingdom of Bahrain

Postgraduate Prospectus 2011-2012
(HEC Approved Programmes)
Accredited by NUI & CAA
# Contents

<table>
<thead>
<tr>
<th>Section</th>
<th>Page</th>
</tr>
</thead>
<tbody>
<tr>
<td>The RCSI Institute of Leadership</td>
<td>1</td>
</tr>
<tr>
<td>The Royal College of Surgeons In Ireland</td>
<td>1</td>
</tr>
<tr>
<td>Welcome from the Director of the Institute</td>
<td>2</td>
</tr>
<tr>
<td>Welcome from the Director of Academic Affairs</td>
<td>2</td>
</tr>
<tr>
<td>Welcome to the RCSI Institute of Leadership</td>
<td>3</td>
</tr>
<tr>
<td>Why Study at the RCSI Institute of Leadership</td>
<td>4</td>
</tr>
<tr>
<td>MSc in Healthcare Management</td>
<td>6</td>
</tr>
<tr>
<td>MSc in Quality &amp; Safety in Healthcare Management</td>
<td>8</td>
</tr>
<tr>
<td>Career Prospects</td>
<td>10</td>
</tr>
<tr>
<td>Short Programmes</td>
<td>11</td>
</tr>
<tr>
<td>Consultancy Services</td>
<td>12</td>
</tr>
<tr>
<td>Admissions</td>
<td>13</td>
</tr>
<tr>
<td>Faculty</td>
<td>14</td>
</tr>
</tbody>
</table>
RCGI – Institute of Leadership (RCGI-IL)

The Institute of Leadership (formerly the School of Healthcare Management) established a campus in 2005 in Bahrain, and was initially located in in the Seef District in RCSI MUB (Medical University Bahrain). In 2008 the Bahrain Offices RCSI-IL moved to the current campus of RCSI Bahrain in Busaiteen. The Institute of Leadership has campuses in Ireland, Bahrain and the United Arab Emirates. At RCSI-IL, we offer postgraduate education, training and consultancy in leadership, management and patient safety and quality. Our Masters programmes are accredited and are designed with working healthcare professionals in mind. RCSI-IL also provides continuing professional development and bespoke training programmes aimed at facilitating the development of effective healthcare organisations. Our primary area of research is patient safety.

Participants on our programmes are provided with access to a variety of learning resources such as the Online Learning portal and library facilities. Our award-winning Online Learning Portal supports classroom teaching and contains all of your lecture notes, extra reading material, podcasts and vodcasts. It also gives you the opportunity to participate in lively student forums. As you would expect from a well-established international University, the Royal College of Surgeons in Ireland has extensive electronic databases at its library in Dublin and our students in all locations have access to these. All our electronic resources will be accessible to you anywhere that you have a computer and an Internet connection.

Because of our international network and faculty and the diverse mix of healthcare professionals who choose us for their professional development, our courses are popular with both local and expatriate communities. There is a strong international mix to our student body and exposure to other healthcare systems is significant.

The Royal College of Surgeons In Ireland (RCSI)

The RCSI was founded in 1784 by Royal Charter, originally to train surgeons, but has expanded to such an extent that surgical training now constitutes less than 10% of its activities. It is unique among the four Royal Colleges of Surgeons (Dublin, Edinburgh, Glasgow and London) in that 100 years after its establishment, an undergraduate medical school was founded and this is now Ireland’s largest medical school with over 3000 students from 60 countries.

Since 1975, the College has been a recognised College of the National University of Ireland and, in 2010, was granted independent degree awarding status by the Irish Government.

RCSI provides medicine, undergraduate education in pharmacy, physiotherapy and nursing. Through the postgraduate Faculties, School of Postgraduate Studies and the Institute of Leadership, postgraduate education and training is provided in dentistry, leadership, management, nursing, radiology, science, sports medicine and surgery. The College is a major centre for research in translational medicine which focuses on bringing research findings quickly from the laboratory to patients and the community. The RCSI is an international organisation with headquarters in Dublin, a University in Bahrain and campuses in Dubai, Penang and Perdana, further campuses are planned in Malaysia and additional activities in the United States, Africa, the Middle East and Asia. The RCSI prides itself on blending a strong sense of tradition with flexibility and innovation and this has resulted in its rapid expansion over the past 15 years.
Welcome from the Director of the Institute of Leadership

Welcome to the RCSI Institute of Leadership. We are Ireland’s only third level institution dedicated exclusively to developing the leadership and management competencies of health professionals. The RCSI has educated leaders in the health professions for over 220 years and the Institute of Leadership is now building on this tradition by educating the healthcare leaders of tomorrow.

Doctors, nurses, pharmacists, scientists, allied health professionals, researchers and administrators take our courses. They work in hospitals, community based healthcare systems, government agencies, academic and research institutions or pharmaceutical, biotechnology and medical devices companies. They are at early, middle or senior stages in their careers and usually, but not always, have responsibility for managing others. Our typical course participant is proactive, open to exploring new ways of learning and thinking, is keen to learn from and share their experience with others, and is motivated to develop themselves and their organisations in order to improve the delivery of healthcare to patients.

We emphasise the practical application of learning. Our Faculty are experienced health professionals who blend up-to-date academic knowledge with a deep practical understanding of the health services. We focus strongly on the characteristics and dynamics of multi-professional teams and the variety of disciplines represented on our programmes is a distinct asset in this regard.

So, if you are a busy dedicated health professional looking to advance your career and develop your management skills and leadership qualities, I invite you to join us at the Institute of Leadership.

Prof. Ciaran O’Boyle
Director of the Institute of Leadership

Welcome from the Director of Academic Affairs

I am delighted to welcome you to the Institute of Leadership. We offer a range of Masters and Postgraduate Diploma programmes in management, leadership and education tailored to the needs of busy health professionals. In keeping with the Irish National Framework of Qualifications, our programmes are flexible and modular. This means that you can take modules at your own pace and build on your learning over time. We recognise that adults learn best when they are actively engaged and can see the practical applications of their learning. Our faculty are all experienced health professionals and our approach to teaching and learning is supportive, active and participative.

Our programmes are grounded on the core principles of modern interactive adult learning. In addition to lectures and tutorials, you will participate in case studies, group projects, assignments and debates, and we provide a supportive atmosphere that fosters learning from experience, through reflection, dialogue, advocacy and enquiry. Our programmes are enriched by having participants from medical, nursing and allied health disciplines studying together and enriching each other’s experience. Our courses are delivered through blended learning which combines the best of classroom-based learning and elearning. This allows you to continue your learning at your own pace and from the comfort of your own home. We also provide a sophisticated confidential electronic portfolio in which you can track your personal and professional development, reflect on your learning and produce reports for employers and regulatory agencies. You will continue to have access to your personal portfolio beyond the lifetime of your studies with us and this resource will give you an edge in developing your career into the future.

We hope you will join your colleagues in studying with us and we look forward to supporting and facilitating you in advancing your career.

Dr. Pauline Joyce
Director of Academic Affairs
Welcome to the RCSI Institute of Leadership - Bahrain

Welcome to the RCSI Institute of Leadership Bahrain. All our students become fully registered students of the Institute in Dublin. To assist you with your studies, we have established an office at RCSI Bahrain in Busaiteen where we have ideal resources for your studies including state of the art classrooms, a comprehensive library and resource rooms. A number of the University’s resources are also available online.

Healthcare professionals from a variety of backgrounds have completed their degree with us. These include doctors, dentists, laboratory staff, nurses, physiotherapists, radiographers etc. Professionals from the health insurance and pharmaceutical industries are also graduates from the programmes.

Our lecturers have a vast experience of health systems and will facilitate you to fully develop your leadership and management capabilities. Faculty holds both professional business and healthcare qualifications and understands the challenges facing healthcare professionals today.

You have made the first step, which will take you to great heights. I wish you all the best in your journey with the RCSI Institute of Leadership.

Dr. Ronald J. John
Administrator

Ronald joined the RCSI Institute of Leadership in July 2010. He brings over 20 years experience in administration to the role. He is responsible for all administration needs of the Bahrain operations and business development. He assists the RCSI healthcare team at the King Hamad University Hospital with administration duties and coordinates the accreditation processes in the Kingdom of Bahrain.

Dr Jonathan Drennan
Senior Lecturer
Why Study at RCSI – Institute of Leadership?

**Reputation**
It is important, when choosing a postgraduate qualification, to select your College carefully. Potential employers will want to know, not only that you have a postgraduate qualification, but also that it is from a reputable University. The Royal College of Surgeons in Ireland has been in existence for over 220 years and we are known throughout the world for our excellence in educating health professionals at both undergraduate and postgraduate levels. We are a not-for-profit organization, dedicated exclusively to developing health professionals to the highest international standards.

**Accreditation**
The programmes we offer at RCSI-IL meet the highest international quality standards. Our Masters programmes are accredited by Ireland’s largest and oldest University, the National University of Ireland, which celebrated 100 years in existence earlier this year. Your qualification will therefore be recognized internationally, and by the Higher Education Council, Kingdom of Bahrain and Ministry of Higher Education and Scientific Research, UAE.

**International Experienced Faculty**
Our Masters programmes are offered in Ireland, the UAE and Bahrain. The same lecturers teach the courses in the three locations. Students in all locations receive the same qualifications at the end of their studies. Our lecturers are experienced healthcare professionals. In addition to their management qualifications, they have qualifications in medicine, nursing, research, psychology, information technology, laboratory sciences, business administration and finance. We understand management and leadership and we also know how to implement modern theories and models in the challenging and rapidly changing world of modern healthcare.

**Flexibility**
We understand that life can intrude on the most carefully laid plans, so we offer you the flexibility of completing your Masters programme within a 2 – 5 year timeframe. In addition to this, if you successfully complete the first year of our Masters programmes and find that you are not able to continue with your studies, you may exit the programme with a Postgraduate Diploma in your chosen topic, accredited by the National University of Ireland and recognised internationally. You may subsequently return to study and complete your Masters degree at a later date.

**Practical Application**
Our Masters programmes are practical and applied in nature. This means that, while you will learn about the theories and models of management, leadership, change and finance you will also develop the personal and professional skills to put theory into practice. This is important and is often called ‘Walking the Talk’. Our programme assessments reflect this applied focus. You will undertake case studies, applied group and individual assignments, change projects, examinations and poster presentations. You will also participate in debates and action learning sets and you will learn to give excellent research presentations.

*Former Taoiseach and Chancellor of the NUI, Dr Garret Fitzgerald (recently deceased) presiding over the conferring of Institute degrees.*
Inter-Professional Environment
Our programmes attract a diverse range of professionals working in healthcare. Medical consultants, surgeons, hospitals administrators, doctors, nurses, dentists, Physiotherapists, Psychologists, consultants, laboratory technicians, scientists, clinic owners and health insurance, pharmaceutical and biotechnology industry specialists are currently enrolled or have graduated from our programmes.

Study Abroad
As our courses are offered in more than one location. You will have the opportunity, subject to availability, to take some of your modules in another country.

Classroom-Based and Blended Learning
At RCSI-IL we believe that classroom based learning is important. Since we provide our Masters programmes for working healthcare professionals, our students bring a wealth of knowledge and experience into the classroom. Our programmes are highly participative and we encourage discussion, action learning and debate. Classroom-based learning supplemented by our electronic learning portal affords you the opportunity to work from any location and network with your colleagues.

Resources
We will provide you with your core textbooks for your chosen Masters programme. You will also be given access to our award-winning online learning portal which contains all of your lecture notes, extra reading material, podcasts and video casts. Our online learning portal also gives you the opportunity to participate in lively student forums. As you would expect from a well established, international University, the Royal College of Surgeons in Ireland has extensive electronic databases at its library in Dublin and our students in all locations have access to these. All of our electronic resources will be accessible to you anywhere that you have a computer and an Internet connection.

Exposure to Other Healthcare Systems
Because of our international network and faculty and the diverse mix of healthcare professionals who choose us for their professional development, our courses are popular with both local and expatriate communities. There is a strong international mix to our student body and exposure to other healthcare systems is significant.

This programme has been designed to facilitate healthcare professionals, managers and administrators to develop the necessary knowledge, expertise and skills which can be applied to various settings within healthcare systems. We expect our graduates will be better able to ensure the delivery and configuration of high quality healthcare services, lead and manage change and development within their organisations and professions. This will require a thorough knowledge and understanding of the complexity of healthcare, business processes, finance, operations management, information technology, marketing, leadership and strategy. Students will also be expected to develop management skills through project work as well as developing personal awareness required for a successful career in modern organisations.

Annual Leadership Lecture
Programme Description
This programme will provide you with the personal, management and leadership skills to perform effectively in a position of responsibility in the healthcare sector. It will provide you with a sound knowledge and appreciation of operations management, quality and risk management, people management, data collection and analysis, change management, leadership and strategy and the basic principles of financial management.

Who should apply
Applications are invited from all those working in the healthcare sector including doctors, managers, nurses, other clinical specialists and administrators who wish to develop and extend their management knowledge and skills. Personnel in allied health businesses such as medical supplies/equipment and pharmaceuticals may also find the programme relevant and valuable for their needs.

Programme Accreditation
The programmes we offer at RCSI-IL meet the highest quality standards. Our Masters Programmes are accredited internationally by the National University of Ireland, which celebrated 100 years in existence earlier this year. They are also accredited by the Commission for Academic Accreditation (CAA) on behalf of the UAE Ministry of Higher Education and Scientific Research.

They are approved at level 9 on a 10 point National Qualifications Framework in Ireland and the UAE.

Delivery
The programme is delivered over two years. Participants attend sessions between October and May of each year. The first year consists of 6 taught modules, each allocated 10 Credits (European Credit Transfer System/ECTS), run over 4 days. This means that, in Year 1, you only need to take off 24 work days. You will also be required to attend an orientation day.

Year 2 comprises 2 taught modules (10 ECTS each) and a practice-based dissertation worth 40 ECTS. A number of tutorials in the form of action learning for the dissertation are held once a month. This means that, in Year 2, you only need to take off 12 work days.

The programme is allocated 120 ECTS.

Programme Learning Outcomes
On successful completion of the Master’s programme students will be able to:

- Critically discuss the role of the manager in healthcare and how organisations and people work within the healthcare system.
- Evaluate and use measurement tools for quality and safety.
- Manage across boundaries – and evaluate how high quality services can best be designed, configured and delivered.
- Assume a strategic leadership role as an advocate for improved healthcare delivery.
- Debate internal and external catalysts for quality and understand the core concepts of quality and safety.
- Effectively manage people, finances and organisational resources.
- Complete an organisational development project, reflect on the learning gained and evaluate the project from a leadership & healthcare management perspective.

Assessment
Assessments take the form of case studies, group and individual assignments, change projects, examinations and poster presentations. You will also participate in debates and action learning sets.

MODULES, YEAR 1

Module 1, Managing Organisations and People
This module introduces you to organisational structure and culture, teamwork, conflict, power and influence, and change management. You will learn how to use analytical management tools. The module is supported by the development of your individual electronic portfolio.

Student Recommendation
Mr. Abdulla Al Asfoor,
Nursing Supervisor, Awali Hospital, Bapco;

A valuable course that provides empowering knowledge, skills and attitude for utilizing within the management sector, I recommend it!
Module 2, Customer Relations and Marketing
Here you will explore the marketing process, marketing of services, promotion, public relations and perceived quality and apply it to the healthcare setting.

Module 3, Managing Finance in Healthcare Organisations
This module introduces you to financial and management accounting. Topics covered include; preparation and interpretation of financial accounts, working capital, cash flow forecasting, budgets and budgeting and costs and costing.

Module 4, Operations and Quality Management
In this module you examine the patient journey using process mapping, identifying areas for improvement and discussing the concept of lean management. Project management tools are introduced and applied as part of the learning.

Module 5, Management & Health Information Systems
This module will provide you with an understanding of the significance of Information Systems in the complex and continually evolving world of healthcare management. The module will address and incorporate current healthcare information system trend and developments. Content is intended to reflect and incorporate current healthcare information system trends and developments.

Module 6, Health Policy & Global Health
Here you will explore the determinants of population health, how health policy is made and how health services are delivered. Various healthcare systems will be evaluated and a number of key international healthcare issues will be addressed.

YEAR 2

Research Methods
The focus in this module is to introduce you to research methods used in organisations. The emphasis will be on exploring real problems in practice with a view to making improvements. This module will support your practice-based dissertation.

Leadership and Strategy
Different approaches to leadership and your preferred leadership style are explored here. You learn how to design and implement strategy using a wide variety of tools. Case studies are used to analyse the factors that contribute to the success or failure of strategic initiatives.

Project/Dissertation:
In order to fulfill the requirements for a Masters degree, you must complete the six modules outlined above and conduct a change management project in your organisation. The project is assessed on the basis of three components: a project report, a reflective diary and a poster presentation. You will be assisted in carrying out your project and in writing your report through action learning sets, which are designed to help you and your colleagues work on real management issues.

Participants on our Masters programmes in the past have produced significant development in their organisations and many projects have resulted in considerable improvements, substantial cost savings and publications in management journals.

Faculty Profile
Dr. Jonathan Drennan
PhD, MEd, Post-Grad Dip (Statistics), BSc.(Hons).

Jonathan is a Senior Lecturer at the Institute of Leadership and is based in Bahrain. He is the Programme Director for the MSc in Healthcare Management. An experienced educator and researcher with a strong interest in statistics, he has published widely in leading international journals on a variety of topics including ageing, education research, health research and psychometrics. His particular interest in professional development was reflected in his PhD thesis which examined the impact of Master’s level education of professionals working in the health services. Jonathan, has extensive experience of large scale research projects, having worked as Principal Investigator and Co-Applicant on a number of major funded studies including: National Evaluation of the Role of the Clinical Placement Coordinator; Review of Five Points of Entry to the An Bord Altranais Register; Loneliness and Social Isolation among Older Irish People; Identifying Nursing & Midwifery Research Priorities for Ireland; Randomised Controlled Trial of Supported Socialisation for People with Serious Mental Illness. He was also the lead investigator for the first national evaluation of nurse and midwifery prescribing in Ireland.

Faculty
Professor Ciaran O’Boyle,
Director of the Institute of Leadership
Dr. Pauline Joyce,
Director of Academic Affairs
Mr. Seamus O’Boyle,
Programme Manager
Ms. Theresa Keane,
Lecturer / Module Leader
This programme has been designed to develop the student’s ability to debate the drivers and barriers for a quality and safe healthcare system. It will give the student the opportunity to use quality improvement tools and interventions that are specific to quality, safety and risk in healthcare. The programme will provide healthcare professionals with the skills to evaluate core concepts around patient safety, quality, accreditation and governance. Students will be expected to explore their leadership skills in leading a change project based on sound research evidence.

Who should apply
Applications are invited from all those working in the healthcare sector including doctors, managers, nurses, other clinical specialists and administrators who wish to develop and extend their knowledge and skills in the management of quality and safety in healthcare. Personnel in allied health businesses such as medical supplies/equipment and pharmaceuticals may also find the programme relevant and valuable for their needs.

Programme Accreditation
The programmes we offer at RCSI-IL meet the highest quality standards. Our Masters Programmes are accredited internationally by the National University of Ireland, which celebrated 100 years in existence earlier this year. They are also accredited by the Commission for Academic Accreditation (CAA) on behalf of the UAE Ministry of Higher Education and Scientific Research.

They are approved at level 9 on a 10 point National Qualifications Framework in Ireland and the UAE.

Delivery
The programme is delivered over two years. Participants attend sessions between October and May of each year. The first year consists of 6 taught modules, each lasting 4 days. This means that, in Year 1, you only need to take off 24 work days. You will also be required to attend an orientation day.

Year 2 comprises 2 taught modules and a practice-based dissertation worth 4 modules. A number of tutorials and facilitation for the dissertation are held once a week. This means that, in Year 2, you only need to take off 12 work days.

Our courses are offered in three locations, Bahrain, Dublin and Dubai. This means you will have the opportunity to take some of your modules in another country with prior approval.

Programme Learning Outcomes
Upon completion of the Master’s programme participants will be able to:

- Debate internal and external catalysts for quality and understand the core concepts of quality and safety
- Critically appraise the tools and frameworks for quality
- Critically discuss the concepts and theories for managing quality.
- Evaluate and use measurement tools for quality and safety
- Evaluate the concepts of governance including clinical risk management and audit.
- Critically discuss the accreditation process and the use of standards
- Assume a strategic leadership role as an advocate for improved healthcare delivery.
- Complete an organisational development project, reflect on the learning gained and evaluate the project from a quality and safety perspective.

Assessment
Assessments take the form of case studies, applied group and individual assignments, change projects, examinations and poster presentations. You will also participate in debates and action learning sets.

MODULES, YEAR 1

Module 1, Introduction to Quality & Safety in Healthcare
This module provides you with an introduction to the concepts of quality and safety in healthcare within your national healthcare system. The evolution of quality and its pioneers are addressed as are the catalysts and drivers for quality. The dimensions of quality, as viewed by key influential thinkers, are debated and applied to the various areas of practice.

Module 2, Tools & Frameworks for Quality
In this module you will examine structure, process and outcome as key areas of safety and quality in healthcare. Total Quality Management and Continuous Quality Improvement are explored. You will apply quality tools and techniques to your everyday work practice.

Student Recommendation
Ms. Ghada Al-Naimi
Director of Continuous Quality Improvement and Patients Safety Department.- King Fahad Military Medical Complex – Saudi Arabia

I attended the programme upon my father’s wish before he died. I realized why my father selected this particular programme for me. From the very first module it raised my personal and career quality profile, increased my knowledge and way of thinking in different dimensions. Without this programme I could not have been the professional high quality person I am now. I highly recommended it to all candidates.
Module 3, Research, Measurement & Evaluation
The focus in this module is on how to gather, analyse, interpret and present data in the context of evidence based practice. The competencies gained here will underpin your learning at Master's level.

Module 4, Accreditation & Standards
Here you will discuss the accreditation process as an external audit of quality. Different models of accreditation and standard setting will be examined for appropriateness and applied to your work setting. You will be introduced to debate as a learning strategy in this module.

Module 5, Clinical Governance
The focus of this module is on providing you with the knowledge and skills to implement a safe and quality service using a clinical governance approach. Clinical incident reporting, risk management, integrated care pathways, legal issues, the International Standards Organisation and Six Sigma will be addressed. Here you will gain the skills of poster presentation.

Module 6, Managing Quality
You will be introduced to management theory and application in this module, Interdisciplinary team working and the importance of change management in a quality culture are focused on. Project management as part of the quality agenda and the importance of negotiation skills are addressed.

YEAR 2

Research Methods
The focus in this module is to introduce you to research methods used in organisations. The emphasis will be on exploring real problems in practice with a view to making improvements. This module will support your practice-based dissertation.

Leadership and Strategy
Different approaches to leadership and your preferred leadership style are explored here. You learn how to design and implement strategy using a wide variety of tools. Case studies are used to analyse the factors that contribute to the success or failure of strategic initiatives.

Practice-based Dissertation
You will carry out a change or organisational development project that will impact positively on your workplace. The project has 3 components: a project report, a poster presentation and a reflective diary. The project is facilitated with action learning sets.

Faculty Profile
Mr Luke Feeney, MSc

Luke joined the Institute in September 2006 from the Dublin Dental School and Hospital where he was the Information Systems Manager. He is the Programme Director for the Institute’s Masters degree in Quality & Safety in Healthcare Management and he is also a Knowledge, Information and Quality Management consultant. Luke has consulted, lectured and trained in healthcare knowledge, information and quality management in Europe, the USA and the Middle East and has extensive practitioner experience of quality management systems. He has implemented and/or worked to ISO 9001, IHSAB, JCI, Accreditation Canada, Excellence Ireland (managing people & organisations), UAE MOHESR CAA and ISO 27001 quality standards. He is also a certified CHKS Healthcare Surveyor, ISO 27001 Information Security Management Systems Auditor, PRINCE2 Practitioner (Project Management) and a council member of the Irish Society for Quality & Safety in Healthcare. Luke's research interest lies in the integration of risk, incident & audit management in healthcare. An experienced management consultant, both nationally and internationally, his main aim is always to learn with the people and organisations with whom he works and to leave a lasting legacy of high quality and safe healthcare services wherever he goes.

Faculty
Professor Ciaran O’Boyle,
Director of the Institute of Leadership

Dr. Pauline Joyce,
Director of Academic Affairs

Dr. Jonathan Drennan,
Senior Lecturer

Ms. Cathy Doyle,
Corporate Services Manager, Dublin Dental School & Hospital, Trinity College Dublin

Mr. Denis Murphy,
Regulatory, Compliance & Quality Manager, Dublin Dental School & Hospital, Trinity College Dublin
Career Prospects

All our programmes will give you a wide range of skills which will enhance your employability. Central to our postgraduate teaching philosophy is the belief that health professionals need an all-round learning experience, which is enhanced by interacting with inter-professional groups in small group discussions and interactive team work.

Our programmes focus on three domains of learning; learning as doing, learning as knowledge and learning as personal and professional development. Focusing on these key areas you are set up from the start in being best placed to boost your career prospects. Many of our students gain promotion during the life-time of the programme or soon after graduation.

Our focus on learning as doing is mirrored in us providing you with opportunities to try out new ideas and tools in your workplace in subject specific areas. In addition, you will gain skills in writing reports, making presentations, designing posters, doing projects as part of a team and working on individual assignments which requires you to manage your time effectively. At Masters’ level you are required to complete a real-life project, which brings about a change in ways of working. This project helps you develop your problem-solving, negotiation and networking skills.

Such opportunities transfer easily back to your employment and have a direct impact on your organisation, allowing you to progress in developing your role as a potential manager or leader. During and immediately following completion of our programmes you can start to market and sell who you really are. You will have gained a better insight into your profile having commenced and continuously updated your eportfolio analyzing your development needs from day one on the programme. Your eportfolio will provide your employer or potential employer with information on the vast array of skills and knowledge you have learned.
In addition to our academic programmes, the Institute also provides short training programmes for health professionals. These programmes have a practical focus and provide participants with a range of competencies needed to develop themselves and their organisations. Currently, these courses are delivered in Ireland, Dubai, Abu Dhabi, Bahrain, Egypt, Saudi Arabia and Africa.

### Professional Development Courses

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<tr>
<th>Course Title</th>
<th>Duration</th>
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<tr>
<td>Diploma in Leadership &amp; Organisation Development</td>
<td>12 Days</td>
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<tr>
<td>Personal Development Programme for Senior House Officers and Residents</td>
<td>4 Days</td>
</tr>
<tr>
<td>Introduction to Leadership for Doctors</td>
<td>3 Days</td>
</tr>
<tr>
<td>Managing Staff Performance</td>
<td>2 Days</td>
</tr>
<tr>
<td>Coaching &amp; Mentoring Skills for Clinical Supervisors</td>
<td>1 Day</td>
</tr>
<tr>
<td>Risk Management for Healthcare Professionals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Project Management for Healthcare Professionals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Incident Management for Healthcare Professionals</td>
<td>2 Days</td>
</tr>
<tr>
<td>Exceeding Service Excellence for Hospital Staff</td>
<td>1 Day</td>
</tr>
<tr>
<td>Managing Patient Safety</td>
<td>Online</td>
</tr>
<tr>
<td>“Train the Trainer” for Healthcare Professionals</td>
<td>Online course &amp; 1 day assessment</td>
</tr>
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### Aims of Professional Development Courses
- Improve productivity and quality of work
- Improve internal and external patient service
- Develop effective management and team leadership skills
- Reduce risk and cost of error
- Improve management and staff performance
- Improve communication between managers, clinicians, staff and patients
- Development of non-clinical core competencies

### Who should attend?
These courses are designed for health professionals working in the healthcare, pharmacy and biotechnology sectors. Our courses are taken by clinicians, nurses, allied health professionals and managers, who wish to develop and extend their management and leadership skills.

### Bespoke courses
All of these courses can be offered as specific bespoke in-organisation training programmes.

### Faculty Profile
Mr Dermot O’Flynn  
MSc, MIHCI, MIITD, DIP Management

Dermot brings his broad training and consultancy experience in the hospitality, aviation, healthcare, financial services and telecoms sectors to his role as Director of Professional Development & Corporate Training at the Institute. He has over twenty years experience in developing managers and leaders for local and global organisations in Ireland, Europe, the Middle East and Africa. He and his training team develop and deliver a range of open and bespoke training programmes using a sophisticated blend of classroom and distance education methods that provide busy professionals with a practical solution to their development needs.
The Institute of Leadership provides knowledge, information and quality management consultancy services:

**Quality & Accreditation:**
- Quality and accreditation/certification strategy and project management consultancy (irrespective of standard).
- Quality and accreditation/certification leadership and management development, mentoring and coaching.

**Knowledge & Information Management Consultancy:**
- Healthcare information systems (IS) and information & communications Technology (ICT) business analysis, strategy and project management consultancy.
- Developing and managing IS and ICT teams in healthcare environments.
- Knowledge and information management strategy and project management consultancy.
- Knowledge and information management leadership development, mentoring and coaching.

**Information Security Management Systems (ISMS):**
- Managing healthcare information security effectively (confidentiality, availability, integrity and compliance management).
- ISO 27001:2005 ISMS standard training, audit and certification services.

**E-health and E-learning (Blended Learning):**
- E-health analysis, strategy and project management consultancy.
- E-learning, blended learning and learning management systems analysis, strategy and project consultancy.

### Consultant Profile

Mr Luke Feeney  
MSc  

See profile on page 9

### Knowledge, Information and Quality Management Workshops

- Building the foundations for High Quality & Safe Healthcare
- Tools & Frameworks for Healthcare Quality & Safety
- Introduction to Risk Management, Incident Management & Healthcare Audit
- Leading & Managing Quality & Safety in your Healthcare Organisation
- Incident Management for Healthcare Professionals
- Project Management for Healthcare Professionals
- Risk Management for Healthcare Professionals
- Introduction to Healthcare Accreditation
- Healthcare Accreditation for Accreditation Project Team Members
- Healthcare Accreditation for Leaders & Senior Managers
- The Internal Auditor Training Workshops
- Introduction to E4Health & Implementing Information
- Introduction to Knowledge & Information Management in Healthcare
- Online Learning/Blended Learning Investigation Workshop
- Performance Management for Accreditation
**How can I apply to the Royal College of Surgeons in Ireland - Bahrain**

- Download the application form from www.rcsileadership.org
- Complete the standard application form along with the following documents:
  1. Personnel Recommendation Form
  2. Copies of Transcripts/Degree
  3. Proven Proficiency in the English language (IELTS / TOEFL)
  4. Clear copy of your valid passport
  5. One recent passport sized photograph
  7. Non-refundable administration/processing fee of BD. 50/= All the above may please be sent to:

RCSI Institute of Leadership  
P O Box 15503  
Bldg. 2241, Road 2835, Block 228  
Busaiteen  
Kingdom of Bahrain

**Course Commencement**

Masters programmes commence in October. There is only one intake per year.

**Fees**

The cost of the 2-year MSc Programme is BD. 10,000./= with a flexible payment schedule

- Year 1 BD. 5,000/= (paid in installments)
- Year 2 BD. 5,000/= (paid in installments)

This fee includes all resources including core textbooks, access to our award-winning online learning portal and access to the extensive RCSI only library databases.

**Duration of Masters Programmes:**

Students have the flexibility of completing their Masters programme within a 2 – 5 year timeframe. In addition to this, if students successfully complete the first year of our Masters programmes, and find, that for any reason, they are not able to continue with their studies, they will receive an internationally recognized National University of Ireland and HEC approved Postgraduate Diploma in their chosen topic.

**Programme Design**

Both Masters programmes are modular based i.e. there are 6 taught modules in Year 1 and 2 taught modules in Year 2; each module last 4 days (Mon – Thurs).

Participants also complete a change management project in their workplace and this is worth 4 modules. There are workshops, tutorials and facilitation sessions organized in Year 2 for project support,. These are held on a Thursday.

Semester 1: October – January  
Semester 2: February – May  
Semester 3: October – December  
Semester 4: February – May (Action Learning Sets)

**What happens once I submit my application?**

On receipt of your application and all supporting documents you will receive a confirmation email or phone call. All applications will be assessed by the Academic Team. You will be notified in due course.
Ciaran is the Director of the Institute and an RCSI Professor of Psychology. He established the first Department of Psychology in an Irish Medical School in 1985. He has also been a Visiting Professor at the School of Dental Science at Trinity College Dublin, Vice Dean of the RCSI Faculty of Medicine and a member of the RCSI Senior Management Team. He is the National Educator for the RCSI Advanced Trauma and Life Support (ATLS) Programme. Before joining the RCSI, he was a senior research psychologist at the UCD Department of Psychiatry at St. James’s Hospital, Dublin. He holds BSc and a PhD, both from UCD, a Diploma in Theology from the Milltown Institute of Theology and Philosophy and a Diploma in Organisational Leadership from the University of Oxford. He lectures extensively in Ireland and internationally and he has published over 70 peer-reviewed papers, two books and numerous book chapters. He has been a consultant psychologist to a range of national and international public and private sector organisations in the military, aviation, financial services and healthcare sectors.

Professor Ciaran O’Boyle
PhD, BSc(Hons),
DipOL (Oxon.),
DipTheol,
RegPsycholPsSI,
AFBPS

Ms Tina Joyce
MSc, MBA,
FIBMS, IDHA

Tina is Director of Operations in the Institute with responsibility for managing the development of the Institute in Ireland and internationally. She is also the Programme Director for the MSc in Healthcare Management in Bahrain and Dubai and the MSc in Health Services Management in Jordan. Originally qualified as a laboratory scientist, she holds an MBA in Health Services Management, an MSc (by research) and Diplomas in Development Studies, in Humanitarian Assistance and in Biomedical Sciences. She is a Fellow of the Institute of Biomedical Sciences (UK) the Academy of Medical Laboratory Science (Ireland).

In 2003, Tina was seconded for 2 years to the Irish Office for Health Management/HSE where she worked as part of the Change Management and Organisational Development team, managing the national Communication and Consultation programme as well as working with the Primary Care Implementation teams and the HSE Service Governance team. Tina is widely experienced in international health, having been academic director of the International Diploma in Humanitarian Assistance based in Geneva and New York, a member of the RCSI research team that pioneered solar disinfection of drinking water in Africa and Malaysia and having taught for many years the College’s international degree programmes. Her main areas of interest are management and organisational development, teams, leadership development, international and national health systems and policy.

Dr Pauline Joyce
EdD, FFNMRCSI, MSc, RNT, BNS

Pauline is the Director of Academic Affairs at the Institute of Leadership. She is also Programme Director for the MSc in Leadership in Health Professions’ Education. Her healthcare background is in nursing, specialising in coronary care. Pauline completed her tutor’s degree prior to a Masters’ in education and training management. She was awarded a Fellowship in Nursing and Midwifery from the RCSI and went on to complete a Doctorate in Education. Her particular professional and research interest is in education. She has wide experience in undergraduate and postgraduate education and is particularly interested in inter-professional education in healthcare and in accreditation and quality assurance systems in higher education. Pauline is a member of the Medicine and Health Sciences Board of the RCSI, whose remit is to govern the undergraduate and postgraduate schools of the College. She has an active interest in researching leadership and education and has published internationally on these topics.
Mr Seamus O’Boyle  
MBA, FiBMS, MSc, BSc

Seamus is the Operations and Programme Manager for the Institute’s RCSI-Dubai campus in the UAE where he is also Programme Director for the Masters Degree in Healthcare Management. He holds a BSc from St Patrick’s University in Ireland, an MSc in Biochemistry from Kings College London and MBA from the Smurfit School of Business in Ireland. He is also a Fellow of the UK Institute of Biomedical Science. Originally a laboratory manager with the largest private provider of outsourced pathology services in the U.K, he has also acted as an independent consultant and change manager on the provision of pathology services to a large London NHS Trust hospital. Seamus has experience of sales and marketing from his role as Clinical Product Specialist, placing high-end clinical equipment in hospitals across Ireland and his understanding of entrepreneurship stems from his having secured funding from the European Union, to conduct a feasibility study on the establishment of an innovative healthcare company in Ireland. His interests are in customer relations, marketing, finance and quality management in healthcare and he lectures widely on these topics. He has a special interest in the application of technology to learning.

Ms Sibéal Carolan  
MSc, R.G.N, R.C.N.,  
R.N.T, PG DipCHSE.,

Sibéal is a Programme Director for MSc in Leadership & Management Development at the Institute. Originally trained as a nurse, specialising in accident and emergency nursing, she has significant senior hospital management expertise having previously held the position of Assistant Director of Nursing in a major Dublin teaching hospital. Here, she was responsible for audit, policy process and the supervision of students undertaking nursing degrees. She facilitated the introduction of the LEO (Leading an Empowered Organisation) leadership development programme and several inter-professional process improvement projects, using six sigma methodology within the hospital. Sibeal’s particular areas of interest include leadership development, the productive theatre system, six sigma/lean process improvement, networking and workforce planning where she has led major projects in a number of hospitals.

Mr Steve Pitman  
MSc (Work & Org. Psy),  
MSc (Psy. Health),  
BSc (Hons), Reg. Psychol., Ps.S.I.,

Steve is Programme Director & Lecturer at the Institute of Leadership. Now a registered psychologist, he originally qualified as a general nurse in 1992 from Enfield & Haringey School of Nursing & Midwifery, London and he worked as nurse in a range of hospitals in both the UK & Ireland. Before joining the RCSI, he was the Nurse Practice Development Co-ordinator in the Adelaide & Meath Hospital, Dublin and he also worked as a project manager for the Eastern Regional Health Authority. During his academic career Steve has been programme co-ordinator for the MSc in Nursing in the RCSI Faculty of Nursing and Midwifery and co-ordinator of the Institute’s MSc Year 2 programmes in Ireland, Dubai & Bahrain. He is currently the Joint Programme Chair for the MSc in Organisational Change & Leadership Development a programme jointly run with DCU Centre for Executive Programmes for Beaumont Hospital. Steve’s research interests include staff engagement and satisfaction, positive organisational behaviour and psychological capital.

Ms Theresa Keane  
MBA, Cert. in Counselling

Theresa is Programme Director for MSc. in Healthcare Management and Lecturer in Operations Management and Organisation Behaviour at the Institute. Originally a laboratory scientist, she has worked in a number of academic and hospital laboratories gaining experience in project management, laboratory design and medical laboratory research. Her consultancy experience is in the areas of executive coaching, facilitation of senior management teams, organisation reviews, customised training & development programmes, and service improvement in public and private sector organisations in Ireland and Eastern Europe. In recent years, she has facilitated the development of Primary Care Teams and Hospital Teams in Ireland. Theresa has a major interest in the use of psychometrics in the development of leaders and managers and is accredited in the use of Myers Briggs Type Indicator (MBTI) Levels 1&11, MBTI & Teams, MBTI & Coaching, MBTI & Communication, the BarOn EQ-i (Emotional Intelligence Questionnaire) and 16PF5. She is a member of the Academy of Medical Laboratory Scientists.
Ms Siobhán McCarthy
M.Soc.Sc (Health & Illness), B.Soc.Sc.

Siobhán is a Lecturer & Researcher at the Institute of Leadership. She qualified as a medical sociologist from UCD in 2001. Before joining the RCSII, Siobhán worked in research and development in St. John of God Hospitalier Services. Siobhán has led large scale research projects on medical regulation and end-of-life care at the RCSII. Currently, she co-ordinates patient safety blended learning programmes and lectures on research methods across the Institute’s masters programmes.

Mr Luke Feeney
MSc

Full profile on page 9

Ms Suzanne Macleod
BA

Suzanne is the Operations Manager in the Institute with responsibility for the administration function. She joined the Institute in July 2009 having previously worked in the RCSII Research Office for 6 years. Suzanne holds a BA in German & Economics from UCD and prior to joining RCSII worked in the investment banking sector in London for 5 years.

Ms Niamh Carroll
CIPD, DIP (Office Mgt)

Niamh is operations administrator for all Irish Masters programmes. She is responsible for administration throughout the full student journey. Online Learning Portal helpdesk and marketing.

Dr Ronald John
PhD, DMin, MBA, B.Com

Full profile on page 3

Ms Mylin Araujo
B.Com.

Mylin is the administrator in RCSII Dubai. She looks after the admission process and the overall administration of Academic Healthcare / Training Management Programmes ensuring continuous quality improvement in our administration systems and customer care services. Mylin also ensures an efficient and effective student journey while with the Institute of Leadership.

Mr Dermot O’Flynn
MSc, MIHCI, MIITD, DIP Management

Full profile on page 11

Ms Winona D’Souza
BA

Winona is responsible for providing secretarial, clerical and administrative support in RCSII- Dubai and ensures that customer service is provided in an effective, efficient and friendly manner.
RCSI Institute of Leadership

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