Royal College of Surgeons in Ireland - Dubai

Postgraduate Prospectus 2011-2012

Accredited by the Commission for Academic Accreditation and the National University of Ireland
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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 medical courses, 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 and Penang. Two 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.

Royal College of Surgeons - Dubai

The RCSI campus in Dubai is located at Dubai Healthcare City and we currently provide Masters degree programmes in (i) Healthcare Management and (ii) Quality and Patient Safety in Healthcare Management. We intend over the next couple of years, to expand our range of courses in the UAE to include postgraduate programmes in nursing, pharmacy and other allied health professions.

Our current MSc programmes are provided by our Institute of Leadership which also delivers programmes in Ireland, Bahrain, Jordan, Qatar, Egypt and Saudi Arabia. Our Masters programmes are accredited by both the National University of Ireland and by the UAE Ministry of Higher Education and Scientific Research. These programmes are part-time, modular and flexible and are designed with working healthcare professionals in mind. We use a blended learning approach with a mix of classroom and electronically delivered education. Our award-winning Online Learning Portal (OLP) supports our classroom teaching and contains all of the lecture notes, reading materials, podcasts and vodcasts that our students need to be successful. It also provides the infrastructure for lively international student debate and information sharing. As one would expect from a well-established, international University, we have extensive electronic databases and our students in all locations have access to these.

We also provide short courses and bespoke training programmes aimed at facilitating organizational development in healthcare. 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 ex-patriot communities. There is a strong international mix in our student body and exposure to other healthcare systems is significant.

We are uniquely positioned in the UAE to help health professionals to develop their leadership and management credentials and many of our graduates have attained promotion following completion of our Masters programmes.
Welcome from the Director of the Institute

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 RCSI-Dubai. We offer a range of Masters and Postgraduate Diploma programmes in management, leadership and education tailored to the needs of busy health professionals. All of our Master’s programmes are accredited by the Commission for Academic Accreditation (CAA) on behalf of the U.A.E. Ministry of Higher Education and Scientific Research (MOHESR). In keeping with the Irish National Framework of Qualifications, our programmes are also flexible and modular. This means that you can take modules at your own pace and build on your learning over time.

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 e-learning. 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.

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 Royal College of Surgeons in Ireland – Dubai (RCSI-Dubai)

The RCSI was established over 220 years ago and has a worldwide reputation for delivering excellent undergraduate and postgraduate education in the healthcare professions. Our programmes are accredited by the National University of Ireland and by the Ministry of Higher Education and Scientific Research in the UAE and our mission is to develop your leadership and management capability as well as that of your organization. Our courses, while evidence based, focus on the practical implementation of theoretical concepts and models in order to solve real-world problems. Established in 2005, RCSI-Dubai now offers the RCSI Masters degree programmes in Healthcare Management, and Quality & Safety in Healthcare Management. Both programmes have proved to be very popular, not only in the UAE, but also in the wider region, with many healthcare professionals travelling long distances to participate in them.

Our Masters degree programmes are part-time and flexible and we use a blend of classroom and distance education designed with busy healthcare professionals in mind. Whereas most of our students complete their degrees within two years, the facility exists to cover the programme over five years.

A wide range of health professionals, including doctors, nurses, managers, allied healthcare professionals and healthcare insurers from many different countries take our programmes, contributing to a learning environment that is truly both inter-professional and international. Our faculty, in addition to their professional business qualifications, are qualified healthcare professionals who have all worked in healthcare and understand the challenges that face you in your day to day working lives.

Seamus O’Boyle
Operations and Programme Manager, RCSI-Dubai

Mylin Araujo
Administrator

Mylin is the administrator in RCSI 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.
Why study at RCSI - Dubai?

**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-Dubai meet the highest international quality standards. Our Masters programmes are accredited by the Commission for Academic Accreditation (CAA) on behalf of the UAE Ministry of Higher Education and Scientific Research. Our programmes are also 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.

**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.

**Inter-Professional Environment**

Our programmes attract a diverse range of professionals working in healthcare. Medical consultants, surgeons, hospitals administrators, doctors, nurses, dentists, physiotherapists, psychologists, accountants, laboratory technicians, scientists, clinic owners, 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-Dubai, 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.

**Time Off Work**

We understand the demands placed on healthcare professionals and we accommodate these by teaching a significant portion of our courses at weekends. This means, for example, that over the course of the 2-year Masters programme you will only need to take off about 16 work days (if you work a Sunday – Thursday week).

**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 ex-patriot communities. There is a strong international mix to our student body and exposure to other healthcare systems is significant.

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**Student Recommendation**

**Magi Livadaris General Manager, Provita IMC**

"I would ask any Health Care professional who wishes to follow a career in health care management and administration to do the MSc Healthcare Management. It gave me a great appreciation and understanding of the value and importance of good leadership in Healthcare and has helped me grow both personally and professionally."
MSc Healthcare Management

UAEQF Level 9
ECTS - 90 Credits

Programme Description
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.

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-Dubai meet the highest quality standards. Our Masters programmes are accredited by the Commission for Academic Accreditation (CAA) on behalf of the UAE Ministry of Higher Education and Scientific Research. They are also internationally accredited by the National University of Ireland, an organisation that is over 100 years in existence. Your qualification will be accredited and recognised internationally so that you can travel with your RCSI Masters.

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, applied group and individual assignments, change projects, examinations and poster presentations. You will also participate in debates and action learning sets.

MODULES, YEAR 1

SEMESTER 1

Module 1, Managing Organisations & People 10 Credits
This module addresses human resources management and

Student Recommendation
Dr. Mohammad Al Redha Dubai Health Authority, Government of Dubai

“As physicians, we are taught to look at things from a clinical point of view only. The program expanded the way I professionally and personally view the healthcare field in the United Arab Emirates and benchmark it with the rest of the world. It enhanced my analytical thinking and helped me in proposing better tailor-made solutions.”
provides a thorough understanding of how organisations develop and function and how employees can be supported and motivated to produce their best work and develop themselves.

**Module 2, Evaluation, Measurement & Research 10 Credits**
Modern health services require a complex range of information to support evidence-based practice. In this module, you will learn how to collect, analyse, interpret and present valid and reliable data as a foundation for evidence based practice.

**Module 3, Operations & Quality Management 10 Credits**
This module is underpinned by consideration of the patient/client journey and introduces a variety of tools including process mapping, LEAN management and project management.

**Semester 2**

**Module 4, Leadership & Strategic Management 10 Credits**
Examines different approaches to leadership and helps you determine your preferred leadership style. You will learn how to design and implement strategy using a wide variety of tools to understand the external environment and assess the internal strengths and weaknesses of your organisation.

**Module 5, Quality & Risk Management 10 Credits**
Quality maintenance and improvement is necessary in healthcare given the imperative of maximising patient safety. Here you will explore the concepts of quality, safety and risk and examine current best practice in a variety of healthcare contexts.

**Module 6, Managing Finance in Healthcare Organisations 10 Credits**
This module introduces the key concepts and tools required by non-financial managers for dealing with the financial aspects of their operations. You will learn about the preparation and interpretation of financial statements and principles of costing and budgeting.

**YEAR 2**

**Semesters 3 & 4**

**Action Learning Sets & Change Management Project 30 Credits**
In order to fulfil the requirements for the MSc degree, you are required to complete the six modules and conduct a change management project within your organisation. This component of the programme is facilitated via action learning sets.

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 MSc programmes in the past have produced considerable developments in their organisations and many projects have resulted in significant improvements, substantial cost savings and publications in management journals.

**Assessment**
Case studies, individual and group assignments, presentations, reports, posters, reflections and change management project.

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.

**Faculty**

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

Dr. Pauline Joyce,  
Director of Academic Affairs, Institute of Leadership

Dr. Jonathan Drennan,  
Senior Lecturer, Institute of Leadership

Ms. Theresa Keane,  
Lecturer, Module Leader, Institute of Leadership
MSc in Quality & Safety in Healthcare

UAEQF Level 9
ECTS - 90 Credits

Programme Description

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-Dubai meet the highest quality standards. Our Masters programmes are accredited by the Commission for Academic Accreditation (CAA) on behalf of the UAE Ministry of Higher Education and Scientific Research. They are also internationally accredited by the National University of Ireland, an organisation that is over 100 years in existence. Your qualification will be accredited and recognised internationally so that you can travel with your RCSI Masters.

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

Semester 1

Module 1, Introduction to Quality & Safety in Healthcare
10 Credits

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.

Student Recommendation

Dr. Shamsa Abdulla Bin Hammad, Dubai Health Authority, Government of Dubai

The Masters in Quality and Safety in Healthcare Management gave me an in-depth knowledge of improvement tools and techniques and the skills to implement safe, efficient and cost-effective processes of care.
Module 2, Evaluation, measurement & research 10 Credits
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.

Module 3, Tools & frameworks for quality 10 Credits
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.

Semester 2
Module 4, Accreditation & standards 10 Credits
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. The International Standards Organisation and Six Sigma will also be addressed. You will be introduced to debate as a learning strategy in this module.

Module 5, Clinical governance 10 Credits
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. Here you will also gain the skills of poster presentation.

Module 6, Leadership & strategic management 10 Credits
Examines different approaches to leadership and helps you determine your preferred leadership style. You will learn how to design and implement strategy using a wide variety of tools to understand the external environment and assess the internal strengths and weaknesses of your organisation.

YEAR 2
Semesters 3 & 4
Action learning sets & change management project 30 Credits
In order to fulfil the requirements for the MSc degree, you are required to complete the six modules and conduct a change management project within your organisation. This component of the programme is facilitated via action learning sets. 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 MSc programmes in the past have produced considerable developments in their organisations and many projects have resulted in significant improvements, substantial cost savings and publications in management journals.

Assessment
Case studies, individual and group assignments, presentations, reports, posters, reflections and change management project.

Faculty
Professor Ciaran O’Boyle,
Director of the Institute of Leadership
Dr. Pauline Joyce,
Director of Academic Affairs, Institute of Leadership
Dr. Jonathan Drennan,
Senior Lecturer, Institute of Leadership
Ms. Cathy Doyle,
Part-time Faculty, Corporate Services Manager, Dublin Dental School & Hospital, Trinity College Dublin
Mr. Denis Murphy,
Part-time Faculty, Regulatory, Compliance & Quality Manager, Dublin Dental School & Hospital, Trinity College Dublin
Ms. Siobhan McCarthy,
Lecturer, Institute of Leadership

Luke Feeney MSc joined the RCSI Institute of Leadership in September 2006 as a Knowledge & Information and Quality Management consultant and Programme Director for the Masters in Quality & Safety in Healthcare Management from the Dublin Dental School and Hospital where he was the Information Systems Manager for 6.5 years. During that time he was also on secondment as the Director of Dental Computing, Software and Training in Southern Illinois University, Alton, Illinois, USA. Luke has first class honours MSc in Quality & Safety in Healthcare and is currently in the final year of his professional doctorate with the University of Sunderland, UK with his area of research being the integration of risk, incident & audit management in healthcare. Luke has developed, lectured and trained in healthcare knowledge, information & quality & safety management programmes in Europe, the USA and the Middle East; his extensive practitioner experience of such systems (senior manager, healthcare surveyor, ISO auditor, certified Project Manager, etc.) allows him to ensure that all quality and safety programmes are practically oriented allowing participants to not only gain the qualification through appropriate academic rigour, but also to take away practical, implementable tools, frameworks, etc. to make an immediate impact in their healthcare organizations.
All our programmes give you a wide range of skills to enhance your employability. Central to our postgraduate teaching philosophy is that health professionals need an all-round learning experience, which is supported by participation in inter-professional group learning, small group discussions and interactive team work.

Our programmes focus on three integrated domains of learning: learning as knowledge, learning as doing and learning as personal and professional development. The focus on these key areas ensures that one is well placed to maximise one’s 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 provides 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, all of which require you to manage your time effectively.

You are required to complete a real-life project, which brings about a change in ways of working. This project helps you develop your leadership, 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.

By completing our programmes 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>
<td>Diploma in Leadership &amp; Organisation Development</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>“Train the Trainer” for Healthcare Professionals</td>
<td>Online course &amp; 1 day assessment</td>
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<tr>
<td>Managing Patient Safety</td>
<td>Online</td>
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<tr>
<td>Risk Management for Healthcare Professionals</td>
<td>2 Days</td>
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<tr>
<td>Project Management for Healthcare Professionals</td>
<td>2 Days</td>
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<tr>
<td>Incident Management for Healthcare Professionals</td>
<td>2 Days</td>
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<tr>
<td>Exceeding Service Excellence for Hospital Staff</td>
<td>1 Day</td>
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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 health care, pharma 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.

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**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.
Consultancy Services

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.

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**Consultant Profile**

Mr Luke Feeney
MSc

See profile on page 9

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**KIMQ 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 E-Health & Implementing Information
Introduction to Knowledge & Information Management in Healthcare
Online Learning/Blended Learning Investigation Workshop
Performance Management for Accreditation
Overview
The Royal College of Surgeons in Ireland – Dubai Masters programmes are accredited by the National University of Ireland. They are also accredited by the Commission for Academic Accreditation (CAA) on behalf of the United Arab Emirates Ministry of Higher Education and Scientific Research (MOHESR). The following criteria are specified by the CAA. The information below will help you with regards to the three criteria that you will need to satisfy: Degree and Cumulative Grade Point Average, Equivalency/Attestation and English Proficiency.

Degree and Cumulative Grade Point Average (CGPA)
Applicants must have a primary degree.
Applicants should have a cGPA of at least 3.0 on a 4.0 point scale from their primary degree.

or

Applicants who have a cGPA of below 3.0 on a 4.0 point scale from their primary degree may be admitted for 2 modules of the Masters programmes. If the applicant achieves an average cGPA of at least 3.0 on a 4.0 point scale for these 2 modules, they may progress with the Masters programme.

Gaining an Equivalency Certificate/Attestation
1. All primary degrees awarded outside of the United Arab Emirates, or that are not on the UAE MOHESR approved list, must be assessed for equivalency by the Ministry of Higher Education and Scientific Research.
2. Contact should be made with the Ministry of Higher Education & Scientific Research (MOHESR). MOHESR can be contacted at the following numbers:
   +971 (0)2 6951273
   +971 (0)2 6951274
   +971 (0)2 6951284
   +971 (0)2 6951285
3. MOHESR staff will guide you through the requirements of the process. Please note, that depending on the country from which you obtained your primary degree, this process can take a considerable amount of time. You are advised to start the process as early as possible.
4. Holders of primary degrees obtained within the UAE are required to have their degrees attested by the MOHESR.

English Proficiency Requirement
1. A TOEFL score of at least 550 on the paper-based, 213 on the computer based or 79 on the internet-based test, or the equivalent score on another standardised test approved by MOHESR, such as an IELTS score of 6.0 is required for completion the Masters programmes.
2. There are two exceptions to the above:
   a. If you are a native speaker of English and have completed your undergraduate education in an English medium institution in a country where English is the official language.
   b. If you were admitted to and graduated from an English medium institution and can provide evidence that you acquired a minimum TOEFL score of 500 on the paper-based test (or its equivalent on another standardised test approved by MOHESR) upon admission to your undergraduate programme.
3. Applicants may be accepted onto the Masters programmes provided they have a TOEFL score of at least 530 on the paper-based test, 197 on the computer based test or 71 on the internet-based test (or its equivalent using a standardised test approved by MOHESR). Applicants may complete 2 modules of the Masters programme, after which they must submit a TOEFL score of at least 550 on the paper-based test or its equivalent.
4. Please note that English proficiency tests are valid for 2 years after they are taken. If your result is more than 24 months old then you are required to obtain a new result.
Admissions Criteria

How can I apply to the Royal College of Surgeons in Ireland - Dubai
1. Download the application form available at www.rcsileadership.org
2. Complete the standard application form and return it to the address below: Admissions office, Royal College of Surgeons in Ireland – Dubai, P.O. Box 505095, Dubai Healthcare City, Dubai – U.A.E.

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

Fees
The cost of the 2-year MSc programme is 98,000 AED and we offer flexible payment options.
- Year 1 AED 54,000
- Year 2 AED 44,000
This fee includes all resources including core textbooks, access to our awardwinning online learning portal and access to the extensive RCSI online library databases.

Fee payment policy:
- All fees must be paid in full at the beginning of each Semester
- Students with outstanding fees will not be entitled to receive their grades.
- Students with outstanding fees at the end of year 1 will not have grades brought forward to the Exam Board and will not progress to Year 2
- Students with outstanding fees at the end of Year 2 will not have their grades brought forward to the Exam Board and will not graduate.

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 Postgraduate Diploma.

Programme Design
Both Masters programmes are modular based i.e. there are 6 taught modules in Year 1 and 2.
Participants also complete a change management project in their workplaces and this is worth 4 modules. There are workshops, tutorials and facilitation sessions organised in Year 2 for project support. These are held on Fridays and Saturdays.

Semester 1: October – December
Semester 2: January – May
Semester 3: September – December
Semester 4: January – May (Action Learning sets)

Postgraduate Diploma Qualification = Successful completion of semesters 1 & 2
Masters Qualification = Successful completion of semesters 1, 2, 3, 4

What happens once I submit my application?
On receipt of your application form you will receive a confirmation email or a phone call. All applications will be assessed by the Academic team. You will be notified in due process.
Faculty

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

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.

**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.

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

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.

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

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. Theresa Keane
MBA, Cert. in Counselling

Jonathan is a Senior Lecturer at the Institute of Leadership and is based in Bahrain. 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.

Dr Jonathan Drennan
BSc.(Hons), Post-Grad Dip (Statistics), MEd, PhD
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 RCSI, Siobhán worked in research and development in St. John of God Hospitaller Services. Siobhán has led large scale research projects on medical regulation and end-of-life care at the RCSI. Currently, she co-ordinates patient safety blended learning programmes and lectures on research methods across the Institute’s masters programmes.

Mr Seamus O’Boyle
MBA, FIBMS, MSc, BSc

Full profile on page 7

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

Full profile on page 11

Luke Feeney
MSc

Full profile on page 9

Mylin Araujo
B.Com

Full profile on page 3

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 RCSI Research Office for 6 years. Suzanne holds a BA in German & Economics from UCD and prior to joining RCSI worked in the investment banking sector in London for 5 years.

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.

Ronald John
PhD, DMin, MBA, B.Com

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.

Winona D’Souza
BA

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

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