



RCSI INSTITUTE OF
LEADERSHIP

Institute of Leadership Executive Development

Issue 1, Spring 2017

DEVELOPING HEALTHCARE LEADERS WHO MAKE A DIFFERENCE WORLDWIDE

IN THIS ISSUE



Left to right: Prof Ciarán O'Boyle (IoL Director, RCSI), Ms Tina Joyce (IoL, RCSI), Ms Mellany McLoone (CHO9), Mr Ian Carter (CEO, RCSI HG), Mr Gerry O'Neill (CO, CHO 9), Ms Caroline O'Regan (IoL, RCSI), Mr Eric Brady (RCSI HG) & Mr Eunan Friel (MD, Healthcare Management Institute, RCSI)

Launch of Inaugural Integrated Leadership Development Programme for HSE RCSI Hospital Group & CHO 9

In February 2017, the Institute of Leadership launched its inaugural **Integrated Leadership Development Programme** for a HSE Hospital Group (RCSI HG) and an associated Community Healthcare Organisation (CHO 9).

The programme was formally launched by key HSE Executive Sponsors Mr Ian Carter (Chief Executive Officer, RCSI Hospital Group) and Mr Gerry O'Neill (Chief Officer, CHO 9). During the launch both Mr Carter and Mr O'Neill highlighted their strong support for the programme, and the important role that an integrative approach plays in successfully joining up service delivery across the Hospital Group and CHO in order to ultimately improve patient care and experience.

The 9 day programme provides protected time for participants to explore and develop their signature leadership strengths and preferred styles in a safe and stimulating environment.

By working with colleagues across service boundaries, participants will have an opportunity to build sustainable networks with peers that they otherwise may not usually come into contact with. Working relationships and integration of service delivery will be further strengthened by all participants engaging in strategic group projects that tackle real-world Hospital Group and CHO issues that have been identified by the executive sponsors.



Programme Participants with Mr Ian Carter (RCSI HG) & Mr Gerry O'Neill (CHO 9)



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Team-based Leadership Development for HSE Clinical Directorate Teams

HSE Saolta Clinical Directorate Team Leadership Development Programme: Leadership Projects presented at Forum Day

In March 2017, 19 Clinical Directorate staff from the Saolta University Health Care Group successfully completed the **RCSI-HSE Saolta Clinical Directorate Team Leadership Development Programme** in Galway.

The first of three HSE Clinical Directorate Team Leadership programmes being run in 2017, the course was specifically designed to meet the leadership and team development needs of senior clinical leaders in the Saolta area.



Saolta's Perioperative Project Group with Mr Maurice Power (Saolta Group CEO), and Programme Sponsors

Participants were provided with an opportunity to explore their personal leadership styles and further develop their team leadership skills in a range of areas that included critical thinking, negotiation, conflict management and coaching.

Participant learning was underpinned by a group **Leadership Development Project** that was implemented and presented on during the final Forum day of the programme.

The remaining Clinical Directorate programmes will be run for the **South/South West Hospitals Group** (currently underway) and the **University of Limerick's Hospitals Group** (commencing in May 2017).



Ms Marie O'Haire, Ms Valerie Pierce & Dr Julie McCarthy



Saolta's Women & Children's Project Group with Mr Maurice Power (Saolta Group CEO), and Programme Sponsors

Dr Julie McCarthy and Ms Angela Hughes are overall executive sponsors for the Clinical Directorate Team Leadership programmes, together with Dr Pat Nash (Chair of the Clinical Directorate Group), Mr Maurice Power (CEO, Saolta Group), Mr Richie Dooley (General Manager, SSW Group), Ms Colette Cowan (CEO, UL Hospitals Group) & Dr Philip Crowley (National Director, HSE Quality Improvement Division).

PARTICIPANT FEEDBACK

"Through the programme I gained critical thinking skills, project skills and learnt how to empower others through my leadership. It really emphasised the importance of the team and that everyone has individual skill sets that can be harnessed for the team's benefit."

Historic Clinical Leadership Programme delivered for the Irish Defence Forces Clinical Medical Unit



Multidisciplinary Team in Action

On Tuesday 24th January, Major General Kevin Cotter of the Irish Defence Forces opened the first ever Clinical Leadership Development Programme for clinical and non-clinical staff working in the Defence Forces Clinical Medical Unit (CMU).

Mr Dermot O'Flynn, Director of Professional Development at the Institute of Leadership, noted that "the programme is unique in that it is an interdisciplinary leadership programme designed for all medical officers, dentists, nurses, pharmacists, physiotherapist and military staff who are engaged in delivering the best quality of care to defence force personnel".

Module 1 was delivered by RCSI's Professor Ciarán O'Boyle, Dr Mary Collins and Mr Dermot O'Flynn, alongside other Associate Faculty. At the end of the programme Adrian Ó Murchu, Colonel and Commanding Officer of the CMU commented "I appreciate not only the content of the four days but also the tone

of the programme. And I am hopeful that this approach and tone will become the norm in all our dealings on CPD, training and education in the CMU".



Participants with Prof Ciarán O'Boyle and Mr Dermot O'Flynn

Delivering Quality Improvement

Quality Improvement Showcase at International Nursing & Midwifery Research and Education Conference



Ms Theresa Keane (RCSI), Ms Heather Helen (University College Hospital Galway), Mr Steve Pitman (RCSI), Ms Claire Fuller (Galway University Hospital), Ms Valerie Kinsella (National Maternity Hospital), & Ms Suzanne Crowley (Temple Street Children's University Hospital)

Congratulations to our colleagues in the Faculty of Nursing, Catherine Clune Mulvaney (Operations & Programme Manager), Thomas Kearns (Executive Director of the Faculty) and Mary Jacob

(Dean of the Faculty), together with our own Steve Pitman and Theresa Keane for the great success of the Master Class 'Leadership: Transforming Professional Values into Practice' and the Quality Improvement (QI) & Organisational Development (OD) parallel sessions at the **36th Annual International Nursing & Midwifery Research and Education Conference 2017**.

Congratulations also goes to **Ms Claire Fuller**, a recent participant from our **NLIC Leading Quality Improvement through Midwifery Leadership** programme, whose presentation entitled '*Streamlining the Admission Procedure for Women Attending for Elective Lower Segment Caesarean Section*' won the award for Best Leading Quality Improvement & Organisational Development Presentation.

The annual conference provided an international platform for several past participants of our Quality Improvement Masters and Executive Development programmes to present the findings of their QI research projects.

Two new NLIC-RCSI Quality Improvement Cohorts Commence in 2017

Early 2017 has seen the commencement of two new Quality Improvement (QI) cohorts in the Midwifery and Primary, Community & Continuing Care (PCCC) areas. The programmes are designed to foster participant's QI Leadership capabilities, encouraging them to take an active role in enhancing quality and safety in their respective services.

To date, 60 participants from across Ireland have completed the Leading Quality Improvement programmes which are run on behalf of the **National Leadership and Innovation Centre for Nursing and Midwifery (NLIC)**.

Acelity's European Surgeons begin their Leadership Journey

2017 Programme Commences

In February 2017, surgeons and nurses from across Europe and South Africa came together in Dublin to attend Module 1 of the 2017 **European Clinical Leadership Development Programme for Surgeons and Nurses**. The programme was officially opened by RCSI President Professor John Hyland at the RCSI Institute of Leadership in Sandyford.



Programme Participants with RCSI President Prof John Hyland (third from left), Mr Dermot O'Flynn (centre) & Dr Mary Collins (far-right)

Over the course of 3 x 3-day modules, participants will learn about Clinical Leadership, Emotional Intelligence, Quality Systems, Team Development, Finance, Developing Business Cases, Critical Thinking and Risk Management. By the end of the programme each participant will have completed a change project in their workplace.

The European Clinical Leadership Development Programme has been made possible by a generous training grant from Acelity™.

PHCC Consultant & Specialist Clinical Coordinator Training in Doha, Qatar

RCSI's Institute of Leadership Dublin, Bahrain and Dubai recently played host to a series of training programmes for PHCC Consultants and Specialist Clinical Coordinators in Qatar. The programmes were organised by the **Primary Health Care Corporation (PHCC)**, Doha in support of the Qatar Council for Healthcare Practitioners' Accreditation Department (QCHP-AD).



Programme Participants with Dr Pauline Connolly of RCSI Dubai (far-left, front row) & Dr Michael Shannon of RCSI Bahrain (far-right, back row)

Almost 30 participants attended the programmes, which focused on subjects including personal development planning, managing oneself and others, the role of the consultant as an educator, running effective journal clubs, coaching, mentoring and managing your CPD portfolio. The programme was very well received by both the participants and the Primary Health Care Corporation, and Programme Directors Pauline Connolly, Michael Shannon and Dermot O'Flynn were delighted with the feedback.

Leadership Lessons with Bon Secours

Inaugural Bon Secours Nurse Leadership Programme Launch



Programme Participants with Dr Mary Collins & Prof Ciarán O'Boyle

The launch of the inaugural Bon Secours Health System Nurse Leadership Programme took place in the RCSI Institute of Leadership in January 2017. The 5 module leadership programme takes place over 9 months to develop leadership capabilities for Bon Secours nurse managers nationally. Underpinning the programme are 5 team-based strategic change projects which the teams will work on with the support of RCSI faculty.

Bon Secours CEO delivers 1st 'RCSI Lessons in Leadership' Lecture of 2017

Mr Bill Maher, CEO of the Bon Secours Health System, delivered the first RCSI Institute of Leadership's Lessons in Leadership lecture of 2017.

Professor Ciarán O'Boyle, Director of the Institute, said "It is an honour to welcome one of Ireland's leading healthcare managers to RCSI this evening. Those of us who know Bill Maher have been hugely impressed with his capacity to blend his excellent management skills with his energetic and innovative approach to strategic leadership".



Mr Bill Maher pictured with Dr Mary Collins & Prof Ciarán O'Boyle

Upcoming Events

3rd May 2017

Lessons in Leadership with Feargal O'Rourke

Feargal O'Rourke, Managing Partner of PricewaterhouseCoopers (PWC) joins us to give the second Leadership Lecture in our 2017 Leadership Lectures Series.

Institute of Leadership Masters Programmes: Applications Now Open

For more information see www.rcsileadership.org



*Professor Ciarán O'Boyle
Director
Institute of Leadership*

At the Institute we believe that leadership is something that can be developed and that in order to improve patient care, we must develop healthcare organisations in which leadership is widely distributed. Subsequently over the past decade we have worked to develop healthcare leadership nationally and internationally through a range of Academic & Executive Development leadership programmes.

A Message from the Director

We have over 475 doctors, nurses, pharmacists, scientists, health and social care professionals, allied health professionals, researchers and administrators registered on the Institute's Masters' programmes at any given time. Additionally each year we train over 1200 health professionals in Ireland and overseas through our Executive Leadership Development programmes.

Participants work in hospitals, community-based healthcare, 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.

Our leadership programmes offer innovative, insight-rich and immersive development opportunities for both current and future leaders tasked with the planning and delivery of patient care. Programmes are applied and experiential in nature, exposing participants to new ideas and leadership approaches based on international best-practice, and enabling participants to put these ideas into practice in their own services.

The Institute has very close connections with national and international healthcare delivery services. This ensures that our programmes are supported by Faculty with deep healthcare subject matter expertise, as well as giving participants access to international thought leaders through our Associate Faculty.

On behalf of the Institute, welcome to the first edition of our Executive Development newsletter and we look forward to sharing more of our leadership development journey with you in future.

Professor Ciarán O'Boyle