



Forbairt Feidhmeannach Smurfit UCD  
UCD Smurfit Executive Development

# CERTIFICATE IN HEALTHCARE MANAGEMENT PRACTICE



EXECUTIVE  
EDUCATION  
2025 RANKING



IN IRELAND  
FOR OPEN ENROLMENT



GLOBALLY  
FOR OPEN ENROLMENT



GLOBALLY  
FOR CUSTOM PROGRAMMES

## PART-TIME PROGRAMME



### PROGRAMME OVERVIEW

This programme, developed by Dublin Academic Medical Centre (DAMC) clinicians in partnership with Smurfit Executive Development, provides doctors with relevant management language, tools and best practice, focuses on practical skills development through highly-interactive discussions, role-plays and simulations.

Participants will learn to understand key business management principles, practice and tools in relation to healthcare dynamics, financial management and leadership. Learning outcomes include increased managerial effectiveness through the application of theoretical knowledge and practice, and the evaluation and appraisal of financial data to improve service development and efficiency.

### WHO IS THIS PROGRAMME FOR?

The programme is designed for NCHDs who wish to learn about the non-clinical aspects of healthcare delivery and at the same time receive a formal postgraduate qualification (awarded at Level 9 NFQ) to assist in their career development.

### LEARNING OUTCOMES

On completion of the programme, participants will be expected to be able to:

- Display/Demonstrate their knowledge and understanding of key business management principles, practice and tools focusing on financial management and business planning, service development, change management, negotiation and communication;
- Ascertain the factors which influence the efficiency of a service enterprise/organisation;

- Apply theoretical knowledge and practice as appropriate to inform the practitioner's current and future roles within the healthcare sector;
- Identify opportunities to improve the day-to-day management of healthcare service, planning, budgeting and personal effectiveness;
- Evaluate and appraise data to resolve healthcare issues and improve the processes/procedures used within the healthcare environment;
- Communicate clearly, major policy/strategic developments within the healthcare environment to all stakeholders.

### PROGRAMME CONTENT

#### Service Design & Delivery

This day centres on the unique context of the design, delivery and management of healthcare services. The agenda focuses on four key aspects in designing and delivering effective services. In the first section, Understanding Services, the key characteristics of services are explored, emphasising the facilitating nature of services and service process design. The second section focuses on Service Design & Innovation, using global examples from across the private and healthcare sectors to illustrate the importance of making effective use of technology and innovation in service design and delivery. The third section focuses on Service Quality & Improving Service Delivery, using common approaches to continuous improvement such as Lean and Six Sigma to better understand how to measure and improve service performance. In the final section, we look at how participants can apply the theme's key concepts in their workplace to improve service delivery. On completing the theme, participants will be able to:

- Explain the principles and practice underpinning the design and delivery of professional services
- Ascertain the role of organizational personnel in managing service design and redesign
- Evaluate service quality provision using appropriate tools
- Identify the factors which facilitate the smooth throughput of patients in a hospital setting.
- Review a service process within the healthcare sector and describe how it might be redesigned to become more efficient.

## Physicians as Leaders

The purpose of this day is to assist participants in career planning and improving their personal effectiveness. There will be emphasis on practical exercises to assist the participants in identifying and setting relevant career goals and managing themselves. On completion of this module, participants should have developed:

- An understanding of their strengths and weaknesses;
- Better career planning and self-management skills;
- Improved communication and persuasion skills; and,
- Develop better leadership skills.

## Developing a Toolbox to Overcome the Immunity to Change

### Sub theme Overview

The Health Services, like many other public and private businesses globally, are facing the biggest financial challenges in over eighty years. In this highly interactive one-day module, the role of clinical leadership in managing the change process is explored. Adopting an action learning approach, the module will aim to provide participants with the tools and mind-set to successfully drive change even if the participant is not the authority figure.

On completion of this day, participants will have:

- The ability to identify Technical and Adaptive challenges;
- A tool set to support you in leading change initiatives;
- Examined a number of approaches to influencing beyond your authority;
- Confidence to lead without authority;
- Examined and differentiated alternative approaches to the management of change and their implications for management practice;
- Explored the unique challenges thrown up by the hospital context in terms of change management and examined the potentially competing narratives of different stakeholders;

- Examined the role and ideal attributes, behaviours and values of a successful change agent;
- Identified and understood the main reasons why change programmes fail; and,
- Identified the key issues and activities that the change agent must take into account in ensuring the successful implementation and institutionalisation of a change programme.

## Negotiation and Influence

This topic presents a framework for understanding the dynamics of negotiations and preparing appropriate strategies. The issues of trust and influence are also explored. Considerable emphasis is placed on the practical side of negotiation, through tailored negotiation role-play and discussion of real negotiation situations and challenges.

On completion of this day, participants should be able to:

- Identify the underlying structure and dynamics of negotiation.
- Prepare a negotiation strategy before entering negotiations; and,
- Exercise effective influencing strategies to solve negotiation problems

## Business Fundamentals & Value Measurement for Healthcare Transformation

These themes review the fundamentals of business language and enables participants to read and understand financial statements. The second theme uses this business language to enable participants to measure value for health care and to prepare funding / development proposals / requests for the hospital and the HSE.

On completion of this two-day workshop, participants will be expected to be able to:

- Read financial statements and calculate simple ratios;
- Use simple financial ratios to assess financial statements;
- Apply the principles of Value Measurement for Health Care; and,
- Prepare a funding proposal, including these measurements, basic budget and cash flow numbers.

## ASSESSMENT

Credits are earned through continuous assessment assignments. Participants will not sit exams. All assessment is completed by participants individually and is set out in the study guide.

# APPLICATION INFORMATION

## Structure

The programme is delivered in a live online format over 3, 2-day weekend modules (total of 6 days) enabling participants to connect and engage live with faculty and peers in an online environment. The timetable for each day of the programme is 9am to 5pm. Participants should ensure they can attend for the full six days of the programme.

## Fees

The fee of €2,750 is a comprehensive cost that includes your tuition and all course-related materials.

## Application Procedure

If you would like to apply for this programme, please contact Postgraduate Medical Education, Mater Misericordiae University Hospital on [postgrad@mater.ie](mailto:postgrad@mater.ie) or Tel +353 1 803 4383.

## Dates for the September 2025 Intake are as follows:

### 1ST WEEKEND

Saturday and Sunday, 20th & 21st September 2025

**Physicians as Leaders** - Prof. Karan Sonpar

**Service Design & Delivery** - Ms. Kathy O'Reilly

### 2ND WEEKEND

Saturday and Sunday, 1st & 2nd November 2025

**Developing a Toolbox to Overcome the Immunity to Change** - Dr. Gearóid Hardy

**Negotiation & Influence** - Dr. Gearóid Hardy

### 3RD WEEKEND

Saturday and Sunday, 29th & 30th November 2025

**Business Fundamentals & Value Measurement for Healthcare Transformation** - Prof. Gerardine Doyle

### TIMING:

Saturday and Sundays 9.00am to 5.00pm



Dublin Academic Medical Centre  
Mater Misericordiae University Hospital

FT

EXECUTIVE  
EDUCATION  
2025 RANKING

Please note that University College Dublin's terms and conditions apply to all offers of places of study at Smurfit Executive Development. Copies are available on request. Every effort has been made to ensure the information in this publication is correct. However, details may be subject to change by the University without notice.

*A thoroughly enjoyable, and broad, especially in the context of a commitment of 6 days, introduction, to topics eminently relevant to healthcare management. I would wholeheartedly recommend this course. It was delivered by an excellent cadre of lecturers extremely wellversed in their respective topics.*

Padhraig O'Loughlin MD MRCS,  
SpR in Trauma & Orthopaedic Surgery,  
Connolly Hospital Blanchardstown

*I would highly recommend this course for those seeking relevant knowledge and skills in healthcare and self-management. It addressed all my expectations regarding Healthcare Management.*

Dr. Shawgi Izzeldin, Surgical Registrar, SIVUH, Cork.

### Smurfit Executive Development

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

[www.smurfitschool.ie/executivedevelopment](http://www.smurfitschool.ie/executivedevelopment)

Tel: +353 1 716 8889

Email: [exec.dev@ucd.ie](mailto:exec.dev@ucd.ie)