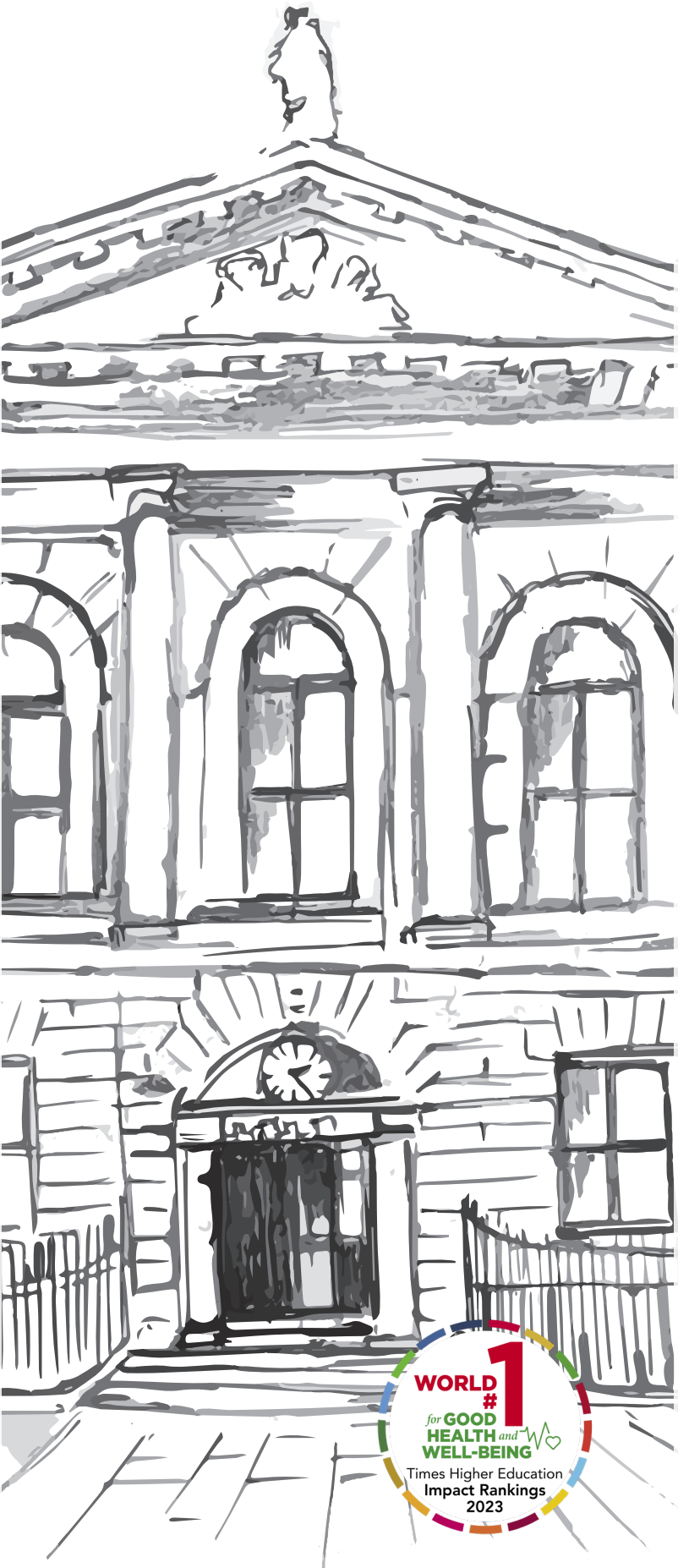




ROYAL
COLLEGE
OF SURGEONS
IN IRELAND

RCSI



MSc in Advanced Clinical Practice Programme Brochure

SEPTEMBER 2024





MASTERS (MSc) IN ADVANCED CLINICAL PRACTICE

INTRODUCTION

ENHANCE YOUR CAREER IN CLINICAL MEDICINE

The Royal College of Surgeons in Ireland welcomes you to the Masters in Advanced Clinical Practice – MSc. This programme aims to equip scholars with a combination of research skills and clinically relevant knowledge of contemporary healthcare topics in order to enhance opportunities for personal and professional development. Good performance as a doctor involves more than just clinical knowledge and skills. Optimal performance requires awareness and a full understanding of the wider context in which modern medicine is practiced. Areas such as leadership, clinical teaching, innovation, quality improvement and advanced communication should be clearly understood by doctors in order to optimize the care given to patients. This master programme addresses these professional domains. The modules focus on a variety of clinically based topics which are relevant to good medical practice and collectively contribute to better, safer medical care.

Multiple departments at the RCSI have contributed to the development of this MSc programme. Each module will introduce new areas of learning, and many resources will be made available during the delivery of these modules. We have built an exciting programme that offers professional development in areas such as law, ethics, research, teaching, communication skills, global health, leadership, quality and innovation. The overall success of this programme depends on the motivation of the scholars and the class comprises people from different backgrounds and experience. This ensures a rich mixture of expertise thus providing for healthy discussions, group projects and peer-assisted learning. The programme aims to give physicians the opportunity to explore areas of professional development that are not specifically addressed in any current specialist training programmes. The addition of a taught component equips scholars with skill sets that cannot be adequately developed through research alone. Scholars will develop practical research skills and originality in their research as a result of exposure to new subject areas in the taught modules, which will encourage scholars to explore clinical medicine within the greater healthcare context. The College hopes that you enjoy your time doing this MSc programme and will support you to ensure that you benefit as fully as possible from the experience.

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Academic Programme Lead Masters in Advanced Clinical Practice and Masters in Surgery by Module.

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01 PROGRAMME BACKGROUND

Aims and Objectives of the Programme:

The overall aim of the programme is to help junior physicians in training to prepare for the professional challenges that will arise as they train and develop their own practice.

With physicians spending an increasing amount of time undertaking administrative duties, opportunities to train and increase their clinical experience are becoming more limited. This programme has been developed to supplement the clinical experience with structured clinical teaching and training.

This programme can be completed either over one year on a full-time basis or two years part-time. Programme modules are designed to equip you with a versatile skill set that will help to better meet the demands which are an essential part of the professional life of the modern practicing clinician.

Scholars will:

- Demonstrate a systematic understanding of the best evidence underpinning professional skills and techniques needed to provide leadership, management, teaching and research in clinical practice.
- Integrate knowledge from a number of sources to manage complexity and formulate evidence-based ethical clinical decisions.
- Lead-out on quality improvement and lean initiatives within your department.
- Illustrate development of a professional identity as a clinical educator.
- Illustrate an ability to self-evaluate and reflect in order to develop continuously by identifying gaps in competence and take responsibility for continuing academic and professional growth.
- Construct a comprehensive research strategy and produce a thesis relating to an area of current advanced clinical practice.
- Think independently, explore and critically analyse innovations in your own area of practice.
- Distinguish between leadership styles, lead by example by demonstrating exemplary skills in ethical clinical practice, research and teaching.
- Act professionally and communicate effectively with peers, colleagues, patients, carers and society.

Teaching and Learning Strategies

A variety of teaching and learning strategies that are scholar-centred and output-oriented are utilised as outlined below:

Lectures: to introduce key concepts, explain course materials, and to provide a forum for scholars where debate and exchange of ideas and experience is encouraged. Lectures will be delivered mainly by RCSI on taught modules who are experts in their field. Guest lectures will occasionally be provided to supplement teaching and better illustrate selected concepts of the syllabus.

Lecture format:

- Synchronous lectures – live – online
- Asynchronous – Scholars watch previous recordings at a time suitable to them
- Blended approach to teaching relates to face to face and online classes

Workshops: to encourage active learning and problem solving by working in teams, developing ideas and setting goals, and advancing new knowledge. Scholar presentations: to develop oral presentation skills and to both give and receive constructive feedback from peers and academic staff.

Case Studies: to advance discussion from the theoretical into practical real-life scenarios.

Supervision: for scholars to learn roles and responsibilities through mentorship developed through seeking guidance and feedback to ensure adherence to research protocol and ethical requirements.

E learning: to develop IT skills and encourage peer support and learning in an alternative forum

Programme Content and Duration

2 Year Programme

The two-year MSc programme requires the completion of 90 ECTS credits based on taught modules and a research dissertation. It is expected that Scholars will complete the taught modules in their first year of the programme. In the second year of the programme scholars will prepare their research protocol and complete their dissertation.

Course Progression

If a scholar decides that they would prefer to complete the MSc at a later date, they may defer the completion of the MSc to a later date within a five-year period of the original registration date.

Course Structure and Faculty

Mandatory modules - 55 ECTS

COURSE SUBJECTS / COMPONENTS	CREDITS (ECTS)	MODULE LEAD
Research Methods: Protocol Design, Research and Analysis	15	Dr Fiona Boland, Professor Tom Fahey
Healthcare Ethics, and Law	10	Professor David Smith
Research Dissertation	30	Dr. Marie Morris (Programme Director) and individual dissertation supervisors

Select 4 optional modules from the range of 8 below totaling 35 ECTS. These must consist of 3 x 10 ECTS Modules and 1 x 5 ECT Module.

Medical Devices, Technology and Innovation	10	Dr. David Matthews
Clinicians as Educators	10	Dr. Marie Morris
Professionalism and Advanced Communications	10	Dr. Marie Morris with Guest Lecturer Dr Angela O Dea
Global Surgery	5	Mr Eric O'Flynn
Lean QI and Healthcare	5	Mr Padraig Kelly
Leading and Managing your Organisation	10	Dr. Mary E Collins
Primary Care (Orthopaedics) I	10	Assoc Prof Jonathan McNulty
Primary Care (Orthopaedics) II	10	Assoc Prof Jonathan McNulty

02 COURSE OUTLINE AND SYLLABUS

The programme is based on a modular structure using the European Credit Transfer System (ECTS), which has been developed in accordance with the recommendations from the Bologna Agreement (1999) and Ireland’s National Framework of Qualifications (NFQ). These standards provide a mechanism to promote international transparency, international recognition of qualifications, and the international mobility of learners and graduates. The MSc requires the completion of 90 ECTS credits:

The MSc requires the completion of 90 ECTS credits, divided into 60 credits of modular work and 30 credits for the research dissertation.

THE CONTENT OF THE PROGRAMME WILL BE DELIVERED THROUGH 2 CORE MODULES, 4 OPTIONAL MODULES FROM A CHOICE OF 8 MODULES +DISSERTATION

TAUGHT MODULAR WORK



RESEARCH DISSERTATION



03 PROGRAMME OUTLINE

PART-TIME		MODULE TITLE	MODULE TYPE	ECTS	HOURS	WORKLOAD	ASSESSMENT
Yr 1	SEM 2	Healthcare Ethics, Law and Clinical Research	Mandatory	10	250	> 6 online sessions over 3 days > Group project work > Written assignment > Mandatory resource materials (videos, articles etc)	Group Submissions: > Group Presentation: 30% > Written Assignment: 70%
		Global Surgery	Optional	5	125	> 3 full day sessions > Group project work > Written assignment > Mandatory resource materials (videos, articles etc)	> Group Project: 50% > Written Assignment: 50%
		Professionalism and Advanced Communication	Optional	10	250	> 1 half day online session > On-demand lectures > 1 In-person workshop day > 1 In-person group presentation day > Group project work > Weekly discussion boards > Written assignment > Mandatory resource materials (videos, articles etc) > Additional pre-course reading materials	> Discussion boards: 25% > Group Presentation: 25% > Written Assignment: 50%
		Lean QI and Healthcare	Optional	5	125	> Asynchronous learning > Numerous activities and resources materials to be completed weekly. > Weekly discussion forum available	> Written assignment: 100%
		Primary Care Orthopedics MSK 2	Optional	10	200	> 6-8 Webinars > 2 in-person workshops > 10 - 13 weeks self-directed learning	> Portfolio: 25% > MCQ: 35% > Practical Examination: 40%
Yr 1 *Lectures Yr 2 *Protocol submission	SEM 1 *Lectures SEM 2 *Protocol submission	Research Methods: Protocol Development, Design and Analysis	Mandatory	15	375	> 5 full day online sessions > Mandatory resource reading materials > Protocol development	> MCQ: Formative assessment > Protocol Submission: 100%
YEAR 1 or 2	SEM 1	Clinicians as Educators	Optional	10	250	> 2 Pre-course Teaching Sessions to be completed with Teaching Reflection slides uploaded before Day 1 as baseline skills > 2 full day online teaching sessions > Weekly discussion boards > 1 in-person Simulation Day > 1 in-person Micro-Teaching Assessment Session > 1 on-line day on Teaching Philosophy writing > Written assignment	> Micro-Teaching assessment: 30% > Written Assignment: 70%
		Medical Devices, Technology and Innovation	Optional	10	250	> 1 online lecture session > 2 In-person days > Self-directed learning > 2 group project written assignments > Online presentation of projects > Additional resource reading materials	Group Submissions: > Medical Device - Group Project & Presentation: 50% > App Development - Group Project & Presentation: 50%
		Leading Your Organization	Optional	10	250	> 1 In-person workshop Day 1 > Self-directed learning content > 1 half day online session > Mandatory resource materials (videos, articles etc) > 2 presentations to submit > Written assignment	> Finance Presentation: 20% > Strategy Presentation: 20% > Written Assignment: 60%
		Primary Care Orthopedics MSK 1	Optional	10	200	> 6-8 Webinars > 2 in-person workshops > 10 - 13 weeks directed/self-directed learning	> Portfolio: 25% > MCQ: 35% > Practical Examination: 40%
Yr 2	SEM 2	Research Dissertation	Mandatory	30	1100-1400	> Research Dissertation	> Dissertation: 100%

3.1 HEALTHCARE ETHICS AND LAW (10) - CORE MODULE

Module Aims:

The aim of this module is to increase the capacity of doctors to address the ethical issues which arise in caring for patients. The module develops the Principles of Healthcare Ethics, Informed Consent, Capacity and Confidentiality, Ethical issues in End of Life Care, and Ethical Issues and Dilemmas in medicine. The module also aims to give scholars an insight in to Patient Safety, Clinical Risk Management and Clinical Negligence, and Open Disclosure/Whistle Blowing and Health Care Regulatory Environment for Clinicians.

LEARNING OUTCOMES:

On successful completion of this module participants will be able to:

- Identify and apply the different approaches to ethical dilemmas taken by the Four Principles method, the BMA eclectic method, and the UNESCO binary method.
- Identify the key ethical components of Informed consent and patient capacity.
- Identify the key ethical components of confidentiality.
- Identify the key ethical concepts and distinctions used in end of life care.
- Identify the key ethical issues raised by legislation for physician-assisted dying/suicide and euthanasia.
- Identify and appraise the major ethical issues which arise in medicine
- Identify the key issues in Patient Safety, Clinical Risk Management and Clinical Negligence.
- Identify the key issues regarding Open Disclosure in Healthcare practice and the Healthcare Regulatory Environment for Clinicians



TEACHING & LEARNING STRATEGIES

The Module will include a formal presentation of the key tenets of the Principles of Healthcare Ethics, Informed Consent, Capacity and Confidentiality, Ethical issues in End of Life Care, and Ethical Issues and Dilemmas in Medicine. The module also aims to give scholars an insight in to Patient Safety, Clinical Risk Management and Clinical Negligence, and Open Disclosure/Whistle Blowing and Health Care Regulatory Environment for Clinicians; interactive teaching and learning activities; case-study analysis in pairs and/or small groups, and plenary review.

Subject Specific Skills

- Demonstrate the skill of ethical awareness by identifying the ethical elements in a problematic case.
- Demonstrate the application of the Four Principles method to resolve ethically problematic cases.
- Demonstrate an understanding of the administration of Informed Consent
- Demonstrate an understanding of confidentiality
- Demonstrate an understanding of the different issues regarding Patient Safety and Clinical Negligence and Error

General & Transferrable Skills

The skills of ethical reasoning & argument

- Analysing the core ethical issues in a dilemma
- Identifying underlying ethical perspectives in proposed resolutions
- Evaluating different ethical perspectives
- Drawing inferences from evidence
- Discriminating true/false premises & conclusions in chains of reasoning
- Constructing valid arguments & counter-arguments
- Resolving dilemmas using specific methodologies

The skills of critical self-appraisal

- Recognising societal, cultural & religious influences on one's attitude
- Identifying one's own bias, prejudices & limitations
- Respecting the different perspectives of others

Pre-Class Component (Blended Learning)

Prior to lectures the scholars are sent core reading which they are expected to review before the commencement of the Module and then prior to each lecture.

In-Class Component (Module Co-Ordinator and Lecturer Facilitated)

- Principles of Healthcare Ethics
- Informed Consent and Confidentiality
- Ethical issues in End of Life Care
- Ethical Issues and Dilemmas
- Open Disclosure/Whistle Blowing and Health Care Regulatory Environment for Clinicians
- Patient Safety, Clinical Risk management and Clinical Negligence

Post-Class Component (Blended Learning)

- In-class component review and reflection
- Assignment preparation



3.2 RESEARCH METHODS: PROTOCOL DESIGN, RESEARCH AND ANALYSIS (15) - CORE MODULE

Module Aims:

The Research methods module aims to provide scholars with the tools and skills necessary to apply appropriate research methodologies to complete the research protocol submission and subsequent dissertation. The written research protocol is the means of assessment for this module.

In order to complete this module, scholars are required to present their proposed research protocol with their peers at a PowerPoint presentation workshop and then to submit a written research protocol for examination. The Research Module co-ordinator will attend the protocol presentation workshop, and will provide feedback to scholars in relation to their PowerPoint protocol presentation. It is expected that this feedback is incorporated into the final, written protocol submission. It is mandatory for scholars to attend and present at the protocol presentation workshop, prior to submitting the written research protocol.

LEARNING OUTCOMES:

On completion of the research modules, scholars should be able to:

1. Demonstrate that they have selected an appropriate clinical topic.
2. Demonstrate that the aims of a proposed research protocol are clearly identifiable, outlined in structured manner with a succinct summary of current knowledge on the topic.
3. Demonstrate that they structure the research question appropriately using the appropriate format PICO, PRO, PER
4. Demonstrate that they understands the methodological issues around risk of bias for the study design they have chosen
5. Demonstrate a clear understanding of a statistical plan of analysis in their protocol
6. Demonstrate an understanding and use of domain and study-design specific standardised reporting guidelines such as CONSORT, PRISMA, STROBE

Pre-Class Component (Blended Learning):

Review module descriptor, Research Guidelines and module assignments.

In-Class Component (Module Co-Ordinator and Lecturer Facilitated)

- Fundamentals of study design
- Measuring health and health outcomes
- Data management
- Protocol development and standardised reporting
- Basic biostatistics
- Searching biomedical literature and reference management
- Further biostatistics
- Ethics, governance and data protection
- Systematic reviews and meta-analysis
- Peer review publishing, dissemination of research and protocol presentation

Post-Class Component

- Assignment preparation for presentation of research proposal
- Presentation of the research protocol and revision based on feedback received in the presentation workshop
- Assignment preparation for submission of written research protocol assignment including engagement with clinical supervisors.



3.3 RESEARCH DISSERTATION - CORE MODULE

Module aims:

To apply the knowledge acquired in the research methods module to the development of an independent research or quality improvement project that is of publishable quality.

LEARNING OUTCOMES:

- At the end of this Module, scholars should be able:
- Demonstrate that the understanding of research phenomenology and how research strategy and methods must follow beliefs about the nature of the knowledge.
- Demonstrate an understanding of the scope of the topic at a Master's level, including investigating the relevant primary sources.
- Demonstrate a proficiency in using an array of qualitative and quantitative methodologies.

Indicative Syllabus:

Scholars will conduct an independent research dissertation that incorporates subject matter from one of the taught modules in a deeper examination of a medical issue. Statistical support and assistance will be available to each scholar as required throughout the Research process. Clinical supervisors will provide mentorship to ensure adherence to established standards for the completion of an MSc dissertation, including:

- **Ethical research:** if the thesis includes the use of information relating to humans or animals, including biological samples or data, full ethical approval must have been obtained.
- **Originality:** the candidate must demonstrate an ability to conduct an original research investigation.
- **Knowledge of the field:** the candidate must be able to connect their research theme to wider knowledge of the subject and they must demonstrate their familiarity with relevant published work on the topic, including work published since the thesis work was undertaken.
- **Publishability:** the material in the thesis should be suitable for publication in a peer reviewed, high impact journal relevant to the thesis topic. The format of the thesis does not have to be presented in publishable format for the purposes of the award of the degree.
- **Presentation:** the thesis must be written clearly, concisely and must follow standard scientific arrangement.
- **Examination:** the candidate must be examined on the written thesis and the examination outcome must be successful.

3.4 MEDICAL DEVICES, TECHNOLOGY AND INNOVATION (10) – OPTIONAL MODULE

Module Aims:

The aim of this module is to provide participants with hands-on experience in the industry of medical invention, from identifying unmet needs to developing clinical and market strategies. The module will also seek to build the participants awareness of the various roles of clinical professionals in the design and development of medical devices.

In addition, the module will provide participants with a toolkit of skills to identify unmet clinical needs, conduct background research, generate and develop ideas and understand the basics of clinical investigations, regulatory strategy and routes to market. These skills will arm participants with the tools to complete an idea disclosure form or a commercialisation grant proposal to secure funding from government bodies or venture capitalist to determine the feasibility of a project.

LEARNING OUTCOMES:

On successful completion of this module participants will be able to:

- Identify problems/unmet needs within a clinical setting
- Conduct background research to determine recent developments and trends in medical technologies
- Complete a business analysis of the viability of the project – market potential, classification, patent reviews
- Develop a design brief to identify possible design requirements for an innovative medical treatment
- Organise and conduct a brainstorming session to generate ideas to solve the identified unmet needs
- Develop and critically evaluate concepts to select the optimum design
- Demonstrate an understanding key terms within the development process – fund raising, intellectual property, medical device directive, clinical and regulatory basics, reimbursement and routes to market





3.5 CLINICIANS AS EDUCATORS (10) – OPTIONAL MODULE

MODULE AIMS

This Module aims to support and promote the development of your role as a teacher and assessor in clinical practice. Students will learn to think independently and communicate effectively. They will also learn to act responsibly, by engaging with major issues in identifying and managing their own wellbeing as a teacher and assessor. Exploring research underpins and promotes their development of a professional identity as a medical educator.

LEARNING OUTCOMES:

On successful completion of this module, scholars will:

- Plan and organise teaching sessions for large and small groups
- Develop their teaching and presentation skills
- Identify and utilise appropriate teaching resources
- Devise a teaching/lesson plan for an educational event
- Devise an assessment strategy for an educational event
- Devise an evaluation strategy for an educational event

Pre-Class Component

- Review module descriptor and complete core reading set out for this module.
- Deliver a teaching session to a small group in a clinical or classroom setting.
- Deliver a large group lecture.
- Complete a written reflection on these two teaching experiences.

In-Class Component

- Learn the theory underpinning the art and science of teaching.
- Explore effective teaching skills with peers.
- Discuss theories of education.
- Practice lesson planning.
- Participate in experiential learning through simulation.
- Experience the learner's perspective in simulation-based education.
- Practice giving and receiving peer feedback.
- Practice teaching peers through a microteaching session – plan, deliver, assess your peers learning and evaluate your teaching skills.
- Explore Models of reflection.
- Develop your professional identity as a teacher.

Post-Class Component

Complete a 3000 word essay including

- A teaching philosophy statement (500 words)
- A critical clinical teaching incident reflection (500 words)
- A reflection on the micro-teaching session (1000 words)
- A reflection on module learning (1000 words)
- A supporting reference list (10-15 teaching and learning references)

Maintain a reflective journal of all your future teaching experiences.

3.6 PROFESSIONALISM AND ADVANCED COMMUNICATION (10) – OPTIONAL MODULE

Module Aims:

- To introduce scholars to the four main tenets of professionalism: values, knowledge, competency and ethics.
- Explore medicines contract with society and professional regulation.
- Introduce the seminal literature relating to doctor-patient relationships.
- Introduce the seminal literature relating to interprofessional collaborative practice.
- Explore doctors role in patient safety and the development and maintenance of a positive safety culture.
- Examine the literature on advanced professional skills such as continuity of care, handover, shared decision making and open disclosure.
- Examine strategies and techniques to maintain health and fitness to practice.
- Apply patient safety principles to a healthcare adverse event.
- Examine and appraise the literature relating to key professional skills of continuity of care, handover and open disclosure.
- Critically evaluate different handover tools and methodologies.
- Appraise and literature and the evidence relating to maintaining health and fitness to practice.

Pre-Class Component

- Review module descriptor prior to commencement of the module.
- Read any pre-course readings provided.

In-Class Component

- Attend all three Interactive days and engage with class discussion and group work.
- Engage with online resources and literature.
- Contribute to discussion boards by the assigned deadline.
- Engage with your groups to develop a 20 minute presentation on the assignment topic.
- Provide an individual write up of your group project assignment.

Post-class Component

- Submit write up of group project assignment by the deadline.

LEARNING OUTCOMES:

- Recognise and discuss the tenets of medicines contract with society.
- Appraise the notion of self-regulation in medicine.
- Appraise the literature relating to best practice in doctor patient relationship and patient communication. Apply the learning to personal practice.
- Explain interprofessional collaborative practice and apply the concept to personal experience
- Identify doctors' role in patient safety and how to develop and maintain a positive safety culture. Apply the learning to personal practice.

3.7 GLOBAL SURGERY (5) – OPTIONAL MODULE

Module Aims:

The purpose of this module is to introduce doctors and surgeons in training to the global health care context and specific issues relevant to the surgical profession. Scholars will analyse the global context in which surgery is currently practiced, including the challenges in providing adequate surgical healthcare in low- and middle-income countries and management of humanitarian crises.

LEARNING OUTCOMES:

On successful completion of this module participants will be able to:

- Analyze global disparities in surgical care and the burden of surgical disease
- Analyze the role of surgery in public health and emerging health systems
- Describe patient centred barriers to surgical care in low resource contexts
- Describe the characteristics of the workforce involved in the delivery of surgical services in different low resource settings
- Explain the process of surgical care policymaking within the global context
- Identify ethical issues in humanitarian and global surgery
- Critically analyze and evaluate global surgery interventions, programmes and research

Pre-Class Component (Blended Learning)

Pre-class preparation material - reading material and videos

In-Class Component (Module Co-Ordinator and Lecturer Facilitated):

- Introduction to Global Health and Global Surgery
- Measuring the Problem, Measuring Progress
- A Global Surgery Case Study
- The Surgical Patient's Journey
- Responses to the Global Surgical Care Crisis
- The Surgical Care Workforce, Education and Training
- Ethical Issues in Global Surgery
- Global Surgery Research
- From International Advocacy and Policy to National Priorities and Plans

Post-Class Component (Blended Learning)

- Group presentation assignment preparation
- Individual written assignment preparation

3.8 LEAN QI AND HEALTHCARE (5) – OPTIONAL MODULE

MODULE AIM:

Scholars will learn excellent techniques for improving processes and implementing change in your Hospital or Department, but they also develop abilities that are highly portable across the organization and internationally

LEARNING OUTCOMES:

- Demonstrate an understanding of the concepts of Lean Healthcare and the key improvement tools associated with the methodology
- Demonstrate an understating of the Practical use of the lean tools and templates already in use in the Health Service
- Develop a charter for an improvement project using the tools and techniques of Lean Six Sigma
- Demonstrate confidence to undertake small improvement projects using the yellow belt tool

PRE-CLASS COMPONENT

(Blended Learning):

- Select a Quality Improvement Project topic

IN-CLASS COMPONENT

- Introduction to Lean Healthcare
- Understanding Lean Methodology
- Lean Thinking and Principles
- DMAIC framework
- How Lean impacts the patient
- Project selection principles
- Project Tools
- Workshop on Identifying and visualising WASTE
- Workshop on implement Quality Improvement
- Presentation of Group Project

POST-CLASS COMPONENT (BLENDED LEARNING)

- In-class component review and reflection
- Assignment preparation



3.9 LEADING AND MANAGING YOUR ORGANISATION (10) – OPTIONAL MODULE

Module Aims

The aims of this module is to provide participants with an understanding of the nature of service and the factors that contribute to excellence in leading service in healthcare through lectures, guest speakers, seminars, readings and assignments. In this module, participants will develop an understanding of the healthcare structures and their competing demands, the development of a culture of service excellence, the various activities involved in the analysis, formulation and implementation of strategic initiatives. This module will challenge participants to draw on work practices to understand techniques and principles examined to lead and deliver a service of excellence in their organisation.

Each topic has a series of required readings that should assist participants in their preparation and understanding of the central issues for each topic. In addition to the lecture notes, readings and journal articles provide the academic content of the topic. Participants have the opportunity to explore the relevance of concepts and tools in healthcare settings by applying their analytic skills via a course assignment. The objective is to bring the conceptual material to life by illustrating these concepts with real life examples during the lectures.

LEARNING OUTCOMES

On successful completion of this module participants will be able to:

- Critically debate strategy in the context of your environment.
- Complete a number of strategic tools for use in your department.
- Critically debate organisational cultures and structures in your working environment.
- Develop competency in financial management for your department.
- Debate performance management as a fundamental part of resource management.
- Critically apply the key lessons you have taken from the selected Case study to your department area.

Pre-Class Component (Blended Learning)

In order to fully benefit from lectures, it is advised that you familiarize yourself with the material that will be covered during the class in

the weeks' preceding. Please read key reading material in advance of lectures. By reviewing the material, you will become familiar with the key concepts and terminology before the lectures and this will allow you to address any difficulties.

In-Class Component (Module Co-Ordinator and Lecturer Facilitated)

It is expected that participants attend all lectures. As class participation is a vital element in the design of this module, participants are expected to engage in class discussion and debate in order to facilitate the formation of their critical thinking.

- **Strategic Leadership:** Develop an understanding of strategy and how to effectively manage and lead the strategic process for greater service delivery. Recognise the benefits of strategic management and the basic model of strategic management and its components.
- **Strategy:** Develop an in-depth understanding of the main concepts, frameworks, theories and approaches within the strategic management literature. Recognise the nature of the healthcare organisation and the importance of strategy in leading healthcare service.
- **Organisational Structures and Cultures:** Understand the healthcare structures and their competing demands. Recognise the link between strategy, structure and culture and the approach necessary to lead and develop a culture of service excellence,
- **Financial Management:** Understand financial management practices in healthcare and the impact of service delivery.
- **Personal Leadership:** Emotional Intelligence, Resilience & Energy Management

Post-Class Component (Blended Learning)

- In-class component review and reflection
- Assignment preparation
- Article search and review
- Podcast review
- Online inter-professional communication and learning

3.10

PRIMARY CARE (ORTHOPAEDICS) I (10 CREDITS) – OPTIONAL MODULE

Module Aims:

Co-delivered by the UCD School of Medicine and the UCD Beacon Hospital Academy, this module aims to provide a practical, clinically oriented, learning experience for GPs / doctors in other disciplines and other health professionals who wish to develop a special interest in the management of patients with musculoskeletal problems.

This module aims to enhance a scholars capacity to assess and manage musculoskeletal conditions that commonly present to GPs and in primary care, to conduct a clinical assessment and to perform therapeutic procedures (e.g. joint injections) with use of diagnostic imaging where appropriate and available.

LEARNING OUTCOMES:

Upon completion of the module, a scholar should be able to:

- Outline the incidence/prevalence of common musculoskeletal injuries / conditions;
- Appreciate the anatomical and functional basis of common musculoskeletal injuries / conditions;
- Competently assess patients with musculoskeletal complaints;
- Appropriately manage patients with musculoskeletal complaints;
- Recognise symptoms and signs of life threatening or impacting disease and appreciate how to respond in practice;
- For any given musculoskeletal presentation / complaint know when / how to investigate / refer / admit;
- Appreciate the role of diagnostic imaging in the management of musculoskeletal complaints ;
- Competently assess and treat patients with musculoskeletal complaints in special circumstances, e.g. playing sports, children, the elderly, for the purposes of personal injuries assessment
- Critically reflect on his / her practice.

Knowledge / understanding, scholars will acquire:

- A thorough knowledge and understanding of best practice in the assessment and treatment of common musculoskeletal complaints in a primary care setting;
- An understanding of the limits of their professional roles, responsibilities,

competence, and the need to seek advice/ refer when appropriate when treating patients with musculoskeletal problems.

Applying knowledge and understanding

- Scholars will learn to apply this knowledge and understanding to improve their competence and competence in clinical practice.

Making judgements

- Demonstrate a critical engagement with decision-making frameworks and processes in primary care. Scholars will improve their clinical assessment capabilities, clinical problem-solving capabilities and clinical decision making.

Communications and team-working skills

- Scholars will engage in effective intra and inter professional working with healthcare colleagues.
- Emphasis will also be placed on communication skills reinforcing the primary goal of the School to produce competent, caring practitioners with an ability to convey complex messages to specialist and non-specialist audiences.

Learning skills

- Throughout the course, scholars will engage in group and autonomous learning exercises, designed to reinforce an evidence-based approach to the management of musculoskeletal problems in a primary care setting.

Graduate attributes and outcomes

- Epidemiology of musculoskeletal problems in practice
- Biomedical sciences (e.g. Anatomy) and their application to the management of patients with musculoskeletal problems
- Diagnosis and assessment of musculoskeletal problems
- Treatment/ongoing management of musculoskeletal problems
- Enhanced critical thinking, analysis and problem solving
- Ability to review his / her own practice and improve patient care through clinical audit and quality improvement initiatives

Assessment

- Multiple Choice Questionnaire
- Portfolio
- Practical Examination

3.11

PRIMARY CARE (ORTHOPAEDICS) II (10) – OPTIONAL MODULE

Module Aims:

Co-delivered by the UCD School of Medicine and the UCD Beacon Hospital Academy, this module aims to provide a practical, clinically oriented, learning experience for GP's / doctors in other disciplines and other health professionals who wish to develop a special interest in the management of patients with musculoskeletal problems.

This module aims to enhance a scholar's capacity to assess and manage musculoskeletal conditions that commonly present to GP's and in primary care, to conduct a clinical assessment and to perform therapeutic procedures (e.g. joint injections) with use of diagnostic imaging where appropriate and available. It follows on from the Primary Care (Orthopaedics) I module.

LEARNING OUTCOMES:

Upon completion of the module, a scholar should be able to:

- Outline the incidence/prevalence of common musculoskeletal injuries / conditions;
- Appreciate the anatomical and functional basis of common musculoskeletal injuries / conditions;
- Competently assess patients with musculoskeletal complaints;
- Appropriately manage patients with musculoskeletal complaints;
- Recognise symptoms and signs of life threatening or impacting disease and appreciate how to respond in practice;
- For any given musculoskeletal presentation / complaint know when / how to investigate / refer / admit;
- Appreciate the role of diagnostic imaging in the management of musculoskeletal complaints ;
- Competently assess and treat patients with musculoskeletal complaints in special circumstances, e.g. playing sports, children, the elderly, for the purposes of personal injuries assessment
- Critically reflect on his / her practice.

Knowledge / understanding, scholars will acquire:

- A thorough knowledge and understanding of best practice in the assessment and treatment of common musculoskeletal complaints in a primary care setting;

- An understanding of the limits of their professional roles, responsibilities, competence, and the need to seek advice/refer when appropriate when treating patients with musculoskeletal problems.

Applying knowledge and understanding

- Scholars will learn to apply this knowledge and understanding to improve their competence and competence in clinical practice.

Making judgements

- Demonstrate a critical engagement with decision-making frameworks and processes in primary care. Scholars will improve their clinical assessment capabilities, clinical problem-solving capabilities and clinical decision making.

Communications and team-working skills

- Scholars will engage in effective intra and inter professional working with healthcare colleagues.
- Emphasis will also be placed on communication skills reinforcing the primary goal of the School to produce competent, caring practitioners with an ability to convey complex messages to specialist and non-specialist audiences.

Learning skills

- Throughout the course, scholars will engage in group and autonomous learning exercises, designed to reinforce an evidence-based approach to the management of musculoskeletal problems in a primary care setting.

Graduate attributes and outcomes

- Epidemiology of musculoskeletal problems in practice
- Biomedical sciences (e.g. Anatomy) and their application to the management of patients with musculoskeletal problems
- Diagnosis and assessment of musculoskeletal problems
- Treatment/ongoing management of musculoskeletal problems
- Enhanced critical thinking, analysis and problem solving
- Ability to review his / her own practice and improve patient care through clinical audit and quality improvement initiatives

Assessment

- Multiple Choice Questionnaire
- Portfolio
- Practical Examination

4.0 ENTRY REQUIREMENTS

To be considered eligible for the programme, you must:

- MB BAO BCh holder (or equivalent level 8 undergraduate medical degree) *
Recognised by the World Health Organisation

English language proficiency

Candidates must have one of the following:

1. Third level education through English
2. At least one year of full time postgraduate clinical practice
3. IELTS >6.5 achieved in all sections (reading, writing and oral) or equivalent must be submitted
4. Exempt if complete undergraduate or postgraduate studies full time in the medium of the English language (three or more years, cumulatively).



5.0 FEES

2024/26 fees:

2 Year Programme Part time (EU & Non EU Fee)

- Year 1: €4,935
- Year 2: €3,305

PAYMENT STRUCTURE - PART-TIME

YEAR 1

€4,935	Date	Amount
1st Payment	In acceptance of offer	€1,545
2nd Payment	September	€2,500
3rd Payment	January	€890

YEAR 2

€3,305	Date	Amount
1st Payment	July	€2,500
2nd Payment	January	€805

6.0 APPLICATION CHECKLIST:

Documents to submit with Application for both programmes:

- Full CV – that includes the following:
 1. Employment information - Job title/ Level / Location
 2. Academic history - please provide Institution name, Result and date taken
 3. Research - Have you published research yes / no - please provide reference
- Copy of passport
- Copy of educational transcripts
- Proof of sponsorship (where applicable)
- Evidence of English language qualification* (where applicable)
- A 300 word response to the question "How do you perceive this programme will enhance your career". Please note that all responses will be screened for AI generated content



7.0 APPLICATIONS & QUERIES

This programme will commence in September 2024.

Online Application forms are available at: rcsi.com/macp

If you require any further information, please contact:

Ashley Gaul, Programme Administrator macp@rcsi.com



