



RCPI Management Fellowships 2024/25

RCPI, in partnership with EY and PwC, is seeking applications from suitable candidates for an opportunity to work in some of Ireland's leading companies as part of the RCPI Management Fellowships.

Now in its fourth year, these Fellowships offer trainees in the latter part of their Higher Specialist Training with the **RCPI and RCSI**, the opportunity to work full-time for a one-year period to gain practical business and management experience in a healthcare context.

To date, eleven doctors have gone through or are currently on these Fellowships. Presently there are three SpRs in PwC and three in EY.

Fellowship Details

- **Post:** Working with either PwC Ireland or EY Ireland.
- **Duration:** 12 months.
- **Commencing:** Mid-July 2024.
- **Eligibility:** These fellowships are targeted at trainees in the final two years of RCPI's Higher Specialist Training.
They are also open to trainees at a similar stage in their training with the RCSI.
- **Role:** The trainee will work at the level of a manager or equivalent within the company and will be working as a senior member of a diverse team delivering on work streams and projects.
- **Training credit:** RCPI Trainees may receive a full or partial training credit for the year or may take the year as an Out of Clinical Programme Experience (OCPE) commencing in July 2024. This is at the discretion of the relevant Faculty/Institute or National Specialty Director.

Trainees from the RCSI who participate will discuss the possibility of training credit with the RCSI.

- **Salary:** The fellowship holder will receive a salary equivalent to what they are entitled to as an SpR for that training year, i.e. including any increment due to be applied in July 2024. To note that the salary does not give overtime but a participant may be entitled to a bonus in the company according to their policies and process around that.
- **Pension:** As per the HSE Superannuation Department. A career break isn't necessary if you commenced work post 1/1/2013. You will be subject to the Single Pension Scheme. You continue your pension contributions on your return to the HSE. Any questions, please do link with HSE HR.
- **Out of Programme Training Grants:** like an OPEY, you are not entitled to these in the year on the Management Fellowship.
- **Location:** Successful candidates will be based mainly in Dublin in the head offices of the company they join. Participants will need to be flexible and adhere to smart working arrangements in line with the company's policies.
- How many **places** are there? There are a number of places on offer in the programme.

The aim of the programme is to provide trainees, who are intending to remain in clinical practice, an opportunity to gain valuable experience of the management and business environments. This will most likely be in a healthcare context.

You will gain experience helping organisations to improve their performance by developing strategies, implementing new technologies or processes and managing change. You will learn new skills, using best in



class, leading industry standard methodologies and frameworks to identify problems and develop recommendations for more effective or efficient ways of working.

To note, these Fellowships are not intended to act as a bridge for trainees to exit medicine although individuals may make career decisions based on their experience.

What will I be exposed to and what skills will I acquire?

The goal of these Fellowships is to provide trainees with valuable skills that continue to be practical and relevant on the return of trainees to clinical practice. Successful applicants will work as a team member on projects which support organisations / the organisation to find solutions to the challenges or problems that are faced by clients. Through a combination of their work with other team members and formal training, trainees will build and refine skills in such areas as:

- Understanding how senior decisions are made, and influenced, in organisations such as in those in the healthcare system.
- Working on significant transformation and change programmes.
- Formulating and implementing strategies, including the use of industry best practice frameworks and standards, in the design and development of innovative solutions.
- Managing and delivering change, including how to achieve buy-in and support for new ways of working.
- Managing programmes and projects, including identifying and managing risks and dependencies, and promoting effective reporting and good governance.
- Engaging and collaborating with clients (internal and external) across a variety of areas, organisations and specialisms.
- Working alongside team members with diverse backgrounds and a wide range of skill sets, capabilities and competencies.

Trainees will also have the opportunity to broaden their network, not only within the company but also with other organisations across the healthcare system.

During the year you will have direct support from the company on your on boarding, learning, upskilling and ongoing development. You will have mentoring and coaching. You will get regular formal feedback on various skill areas such as: communications, interpersonal skills, teamwork, business acumen and insight, project management skills and your own leadership. The RCPI, or the RCSI if coming from that training scheme, will also provide you with a Mentor as a support.

Having team members with a clinical background in these three participating companies brings real value to their work in healthcare. Having a nuanced understanding of what is important from a service and clinical perspective can enhance solutions and outcomes. In your time on the programme you will develop your management, leadership, influencing and advisory skills, as well as contribute and add value to projects in terms of bringing your own clinical understanding / experience / practice and broader understanding of the healthcare system.



About EY

At EY, our purpose is building a better working world. The insights and services we provide help to create long-term value for clients, people and society. We develop outstanding leaders who team to deliver on our promises to all our stakeholders. In so doing, we play a critical role in building a better working world for our people, for our clients and for our communities. We don't just want to reimagine the health sector — we want to help rebuild it.

Around the world, the health sector is being reimaged in the face of aging populations, increased prevalence of chronic diseases, growth in emerging markets, shifting reimbursement models and the increasing role of technology. Health care organizations must address these challenges while mastering the digital innovation that offers both opportunities and threats. Technology empowers patients, real-time analytics improves care and enables a mind shift toward prevention — but also opens the door to new non-traditional ways of organising and delivering care.

At EY, we work to reposition and optimize business models, people strategies and operational structures to address cost pressures, while leveraging the potential of analytics and technologies to improve quality of care.

In this way, we help health organizations stay competitive and deliver better patient outcomes.

About PwC

PwC is the largest professional services firm in Ireland and offers a broad range of services across the fields of audit, tax and advisory. A diverse organisation and one of the largest employers in the world, we know that to create the best value for our clients, we must have the best people available to solve their problems. We have motivated and energetic people from a variety of backgrounds — business, engineering, finance, law, arts, and medicine — who ensure our clients receive the depth and breadth of insight and perspective required to negotiate an increasingly complex global and local environment.

About PwC's Advisory-Consulting practice

Our consultancy services help organisations to work smarter and grow faster. By taking time to understand a client's business and the issues and challenges they are facing, our consultancy teams leverage local and global knowledge to help them challenge conventions and achieve their strategic objectives. We help our clients to accelerate the impact of technology, efficiently align funding and activity to their business strategy, create unique customer experiences and unlock the potential of data. In recent years, PwC has built a substantive market-leading consultancy practice in the Irish health sector, in areas ranging from the public health service to private healthcare and health insurance.



What to expect during your time on this Fellowship

Fellows from previous intakes and the current intake recount their experiences of working on healthcare projects during their time on the Fellowship.

Fellow 1 - My experience and role

When I joined the initial few weeks involved induction, orientation around the firm and current projects, and meeting new colleagues. I started work on implementing Community Healthcare Networks, under the HSE's Enhanced Community Care Programme, which is focused on delivering more care in the community and keeping people in their homes.

A significant part of my role was engaging with the client directly - face to face. I actively took part in client meetings where ongoing projects and new ideas were developed. Our team worked together to listen to what the client wanted, and consider the next steps to the project, whilst understanding the clients' needs. From day one on the team, I was given responsibility and autonomy to develop elements of our projects. I was assigned tasks as they arose that fed into the overall development of our project (the 'bigger picture') and worked with all the team to get feedback on work I performed. The work varied broadly, giving opportunities to learn on-the-job, and demands skills in communication, organisation, IT, critical reasoning, timekeeping, and working well under pressure.

Fellow 1 - What I've learnt

My experience included learning the process for developing a new pathway or piece of work, and reflections on gaining buy-in from stakeholders. My learnings in PwC now help articulate how to develop a process in healthcare and to always consider risk management i.e., thinking ahead to problems that may arise and troubleshooting when they occur.

Reflecting on my experiences allowed me to identify my strengths and weaknesses working in a medical environment. I gained insight into management processes and structures within the HSE, how decisions are made, how processes are developed, and identifying relevant stakeholders that feed into areas of work. I also identified common skills required for working in project management and medicine that I've built upon - communication, teamwork, listening, motivation, fact-finding, and honesty.

I am currently completing an RCPI Aspire Fellowship and working as a consultant in Clinical Microbiology – the experience I gained in PwC helped me secure these roles and gives a unique perspective to my ongoing clinical practice and future career.

Fellow 2 - My experience and role

I started the RCPI/PwC Management Fellowship at the July changeover period in 2022. Following onboarding, I met the team I would be working with on my first project, which is the implementation of the National Trauma Strategy. The National Trauma Strategy was published in 2018 and PwC is supporting the HSE to progress the programme of work to implement recommendations of the Strategy. The programme is divided into work streams and, to date, I have mainly been supporting the Governance work stream. Specifically, a key work item has been working on the creation of a national guidance document for the in-hospital management of older adults who have sustained trauma which is relevant to my training in



Geriatrics. Another work item I support on this work stream is the development of the governance structures and Key Performance Indicators for the Trauma System, which are key concepts for any future Quality Improvement initiatives and service developments that I will be involved in. Working as a hospital-based trainee, it can be difficult to know what change projects are ongoing nationally, their potential impact and how they can be progressed. Working in PwC has provided this opportunity.

PwC is a people-centric firm, with an environment that promotes asking questions. Business related concepts relevant to the conversation are explained to me as needed, in the understanding that I may not have encountered them in medical training. Although the Fellowship is for one year, we have been fully imbedded in the firm and involved in regular meetings and discussions about the future planning of the PwC Government and Health team including discussions around future projections, strategy and financials in a very open way, which has helped me understand not only the organisational structures of the firm but also good practice in these areas. Outside of my project team, I also have a Buddy who helps with any general questions I may have, and a Coach who helps with career development and goal-setting.

Fellow 2 - What I've learnt

Throughout our medical training, appropriately, there is a primary focus on clinical skills and experience. However, working as a medical consultant also involves service development and quality improvement with a significant management role within a department or a hospital. The RCPI Fellowship is a fantastic opportunity to focus on the processes of project management, quality improvement and service development while simultaneously learning about the structure of the HSE and the key factors involved in decision making. These skills are very important and also transferrable to working as a medical consultant.

I have developed an understanding of the various divisions of the HSE (e.g. Clinical, Strategy, Operations, etc.) and the management and operational departments which we don't generally interact with as trainees. I have learned about the National Clinical Programmes and National Clinical Advisors and Group Leads (NCAGLs) and what their roles are in the HSE. I learn daily from colleagues who have extensive experience with the HSE and I see how proposals are framed and data is presented, highlighting the key information to inform decision making.

PwC is involved in a wide range of healthcare delivery projects, with the overall aim of helping to provide solutions to problems in the Irish Health Service. Their expertise helps to develop and progress HSE projects, and understanding the interdependent relationship of public and private enterprises will be of value in the future.

The Health Service will continue to change over the years ahead, particularly as we align with the principles of Sláintecare. I believe the skills and perspectives that I have learned this year will help me to adapt to the change management and service development aspects of my work while also providing clinical care for patients. I have found it refreshing and rewarding to be an employee in a large multinational, business and people focused company, and I look forward to applying my learnings in the years ahead.



Fellow 1 EY - My experience and role

When I joined EY, during the initial few weeks, I carried out induction, online learnings and met new colleagues. Everyone was exceptionally friendly, and the on boarding process was seamless. I got involved in some Healthcare Tenders in Digital Health, experiencing first-hand the HSE tender process, meeting people from other organisations and upskilling on Digital Health Initiatives. I am now working with the HSE to implement waiting list reforms, including Patient Initiated Review processes, centralised booking and DNA reduction strategies. These initiatives aim to improve patient flow and reform care delivery to increase timely access to care.

EY is a people-centric firm. It drives to improve the experience of people working there. Since joining, I have gotten involved in the 'People Experience Pillar' which aims to improve employee wellbeing and experience, and the culture in EY. I hope from this work, to bring some of these learnings back into my future medical career. I have been given opportunities to learn communication, organisation, IT, timekeeping, and critical thinking skills through working on both client projects and for EY internally. I have seen the benefit of project plans, flow charts and organisations structures to drive change and forward thinking in the organisation.

Fellow 1 EY - What I have learnt

My training to date in hospital medicine has involved learning clinical skills, improving interactions with parents and patients, and aiming to deliver evidence-based care. Working as a consultant in Irish Healthcare systems, not only involves interactions with patients and parents, but there is also an important element which involves developing, delivering and improving a service, applying for grants to expand clinical offerings, and implementing systems seen in other healthcare centres. This management fellowship, I believe, aims to bridge the gap between the two, gaining insight into the management and administrative structures in the HSE and seeing how projects and new ideas are developed and implemented. There is a focus always on improving the patient experience and ensuring that in Ireland, we are seeking to reflect international best standards with regards to healthcare initiatives.

Through working on projects, I have learnt first-hand the skills involved in project delivery, implementing project plans and delivering initiatives internally and externally outside of EY. There is a focus on future planning and risk management along with troubleshooting potential issues. The Health Service in Ireland will continue to change and transform over the years ahead, particularly with new Digital initiatives, investment in capital infrastructure, and the development of the Health Regions. It is important that clinicians are involved in these programmes of change and transformation. This fellowship allows trainees to gain experience in change and project management using proven methods to achieve the right outcomes, which will be a huge benefit in the future.



The Curriculum

The successful candidates will receive the detailed Curriculum in advance of starting their Fellowship.

Appointed candidates will be asked to maintain an updated record of the educational experiences within the placement company and complete quarterly assessments with their work supervisor/trainer.

Trainees will be scheduled for an end of year assessment with their NSD as per standard OCPE.

Trainees are expected to present a summary of their experience and detail how they have met training goals and how project work completed can be applied in their role as a future healthcare leader. In this regard they will meet their RCPI / RCSI Mentor, Trainer at least twice between July and the following July.

Training Outcomes

Trainees are expected to be able to demonstrate that they have progressed in all skill areas and give tangible examples.

This framework can be used to assess the skills that the trainee will bring back to clinical practice and work within the health service.

<ul style="list-style-type: none"> •Manage in the clinical workplace* 	<ul style="list-style-type: none"> ▪Presenting and reporting Skills 	<ul style="list-style-type: none"> ▪Decision making and application of methodologies and frameworks for improving and enhancing health and social care services
<ul style="list-style-type: none"> •Executive decision-making in healthcare organisations 	<ul style="list-style-type: none"> •Managing and delivering organisational change 	<ul style="list-style-type: none"> •Process design and project management while promoting good governance
<ul style="list-style-type: none"> •Data management and analysis 	<ul style="list-style-type: none"> •Stakeholder engagement 	<ul style="list-style-type: none"> •Professional networking and a deeper understanding of industry processes



*Managing in the clinical workplace:

- Decision making
- Appropriate delegation
- Problem solving
- Time and efficiency (self-management)
- Prioritising
- Collaborating
- Giving feedback
- Understanding research, evidence and data
- Collaborating on management plan

Trainees are eligible for training credit, upon agreement with the National Specialty Director(s) up to one year as per the rules of their training programme where the following criteria are met:

1. The trainee has completed a minimum of three years of higher specialist training on commencement of the post.
2. The trainee is on track to complete clinical requirements expected by end of year three.
3. Upon completion of the programme:
 - a. The trainee has gained experience in the training outcome outlined and can demonstrate how this skill set enhances their performance in their chosen specialty.
 - b. The trainee has successfully completed workplace evaluations with their fellowship trainer and provided relevant documentation to their NSD(s).

NSDs are asked to consider the overlap of skill set with other approved OCPE training pathways within their specialty when determining if or how much credit will be awarded. Partial or full credit may be awarded for participation in structured OCPE programmes. Where no directly applicable skills have been gained the NSDs may opt to award no credit as per standard approval of OCPE.

Applications Process and Timeframe

Applications close at 5pm on Thursday, 30 November 2023. To apply, interested candidates must submit the following to Colm Small, Head of Training and Examinations, RCPI at colmsmall@rcpi.ie:

1. An up-to-date Curriculum Vitae
2. The completed Standard Template Fellowship Application Form
3. Confirmation of your CSCST (RCPI) date or if with the RCSI, your completion date for your end of training.

Successful candidates will be selected through an interview process between the candidate and the company directly, based on RCPI making available to each company the candidate's full application as above. Interviews will be held in December 2023 with offers expected in late December 2023.



Where can I get more information?

For more information on these Fellowships, including further details on eligibility and training credits, trainees may contact Colm Small, Head of Training and Examinations, RCPI at colmsmall@rcpi.ie. If you would like to discuss this Fellowship with current Fellows or past Fellows, contact details are available upon request.