

- Exploring best-fit structures in the context of transformation in healthcare e.g. Regionalisation of services, Academic Health Alliances, Integrated models of care

6. Leadership skills for Organisational Development and Change

- Exploring different models of change management
- Understanding leadership styles in a changing organisation context

- Cultural and behavioural change- exploring and challenging personal beliefs and attitudes

7. Change Project

- Reviewing different research methods in healthcare
- Undertaking an action research project across multidisciplinary groups

The programme is flexible and updated in line with emerging priorities/developments in the wider healthcare system.

Please direct all queries relating to this programme to
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MSc

MSc in Organisational Change and Leadership Development



Beaumont Hospital



Ollscoil na hÉireann
 National University of Ireland

Beaumont Hospital in Partnership with DCU and RCSI

Awarded Outstanding Achievement Award IITD
 National Training Awards 2012

Context

Empowering staff and developing leadership potential is a high priority in the current environment more than ever. The Programme for Government has substantial expectations in terms of delivering a high performing organisation capable of transforming to ensure efficient, effective value for money. Enhancing leadership capacity and skills is of prime importance, and imbedding new learning capabilities within an action learning environment directed at health systems priorities e.g. improving patient flow, introducing protocols and care pathways for chronic disease management, shifting care to the next appropriate part of delivery, implementing modernised ICT systems etc.

The MSc in Organisational Change & Leadership Development programme was developed by Beaumont Hospital in partnership with DCU and RCSI and offers a dual DCU/RCSI award at level 9 (MSc) on the National Vocational Qualifications Framework. From the perspective of hospital leadership the first programme is a resounding success. The collective benefits of a multi-disciplinary group studying and working together on common challenges is a very positive experience personally, professionally and organisationally. The participants are collectively and individually supporting senior management on a range of process improvements and new developments.

Registration is now underway for the next programme set to commence in October 2012. It is clear that real benefits can be derived from having multi-disciplinary representations from across the integrated patient journey delivery system, learning developing and working together on change projects that address interconnected healthcare challenges.

Why chose the MSc – unique features/commitments

- A comprehensive leadership development programme is an integral component of modern organisational change programmes (NHS, Microsoft, etc)
- As Druker puts it...”In a period of upheaval, such as the one we are living in, change is the great norm. To be sure, it is painful and risky, and above all, it requires a great deal of very hard work. But unless an organisation sees that its task is to lead change, that organisation – whether a business, a university or a hospital – will not survive. In a period of rapid structural change the only organisations that survive are the “Change Leaders”
- The MSc in Organisational Change and Leadership Development is updated and adapted to meet current and emerging elements in the Programme for Government and enabling sustainable health service reform.
- There is a strong governance/ accountability framework shared across academic providers and the service organisations with open real time impact and evaluation.
- High impact, ROI outputs realisable delivery improvement projects underpinned by SDU Compstat Performance Measurement System.

Immeasurable value added benefits at organisational and wider systems level e.g.

- Start to imbed cultural change in mindsets of emerging leaders-lean thinking, focus on value, address waste, focus on voice of customer/ voice of process to deliver necessary organisational change_build a shared leadership capacity with high ability to influence and impact change
- Collaborating and developing intra organisational partnerships and networks
- Building internal consultancy capacity/ expertise
- Creating a culture of accountability, good governance, high quality safe care
- Building and developing effective and efficient business progress and infrastructure

Programme Costs

- Programme development costs are funded by Beaumont Hospital.
- The Programme costs €15,300 per person for the two years.
- 20% Tax deduction available on participant contribution.

Programme Structure

The part-time programme will run for 24 months from October 2012 and will consist of 6 modules and a Dissertation. Candidates can expect to complete this course by May 2014.

Programme Module Titles

1. Leadership & Personal Development in a healthcare context

- Understanding different leadership approaches and their impact
- Exploring your personal leadership style using a range of tools e.g. E.I., MBTI type

2. Project Management and Strategic Change

- Project management in action around a strategic change initiative

3. Operations Quality Improvements and Process re-engineering

- Improving the patient experience through people
- Improving the patient experience through organisational systems and processes

4. Organisational Learning/Teaching, Research and Development

- Exploring the many facets of learning – realising the potential of Academic Healthcare Models (AHCs)
 - i. Lifelong learning
 - ii. Reflective practice
 - iii. Work-based learning
 - iv. Inter-professional learning

5. Leading and Managing across boundaries

- Understanding models of organisational structure: Networks, mergers, partnerships, acquisitions
- Working in collaboration/partnerships with other providers