

FUTURE SURGEON-LEADER PROGRAMME

A development programme designed
to nurture and empower the next
generation of leaders in Surgery



RCSI SURGICAL
AFFAIRS

International Surgical
Fellowship Programme

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Welcome



The Royal College of Surgeons in Ireland is one of Ireland's longest established and most respected health sciences institutions.

For more than two centuries the College has pushed the barriers of innovation, driving medical breakthroughs and delivering world-class healthcare education. With students from over 80 countries, the College has a global perspective in its training of future clinical professionals.

SURGICAL AFFAIRS, RCSI

RCSI is the accredited Postgraduate Training Body for the delivery of Surgical Training Programmes in the Republic of Ireland. It is recognised for this purpose by the Irish Medical Council (IMC) and the Health Service Executive (HSE). The RCSI is the advisory body for all matters in relation to Core and Specialist Training and makes recommendations for the awarding of the Certificate of Completion of Specialist Training (CCST) in Ireland.

Surgical Affairs at RCSI is to the forefront internationally in terms of delivering innovative and progressive postgraduate surgical training. Modern, cutting-edge curricula and methods of training/assessment are underpinned by continued investment in research and IT platforms.

The Department is responsible also for accrediting Training Posts in Irish hospitals, for certifying trainees who have completed Core and Higher Surgical Training programmes satisfactorily, and for assessing the training and experience of non-EU surgeons who wish to work in Ireland on behalf of the Irish Medical Council (IMC).

Surgical Affairs is mandated exclusively by the IMC to administer the statutory Professional Competence Scheme for the surgical profession in Ireland. RCSI is also retained by the Health Service Executive (HSE) to provide a Professional Development Programme to non-consultant hospital doctors in surgical posts.

The Department also has a significant international profile running postgraduate examinations, training courses and certification programmes in the GCC, Middle East and South East Asia.

Professor Oscar Traynor MCh FRCSI

Director of International Surgical Training Programmes



Introduction

Surgery is different to most other postgraduate medical specialties inasmuch as it is, at the same time, *a science, a craft and an art.*



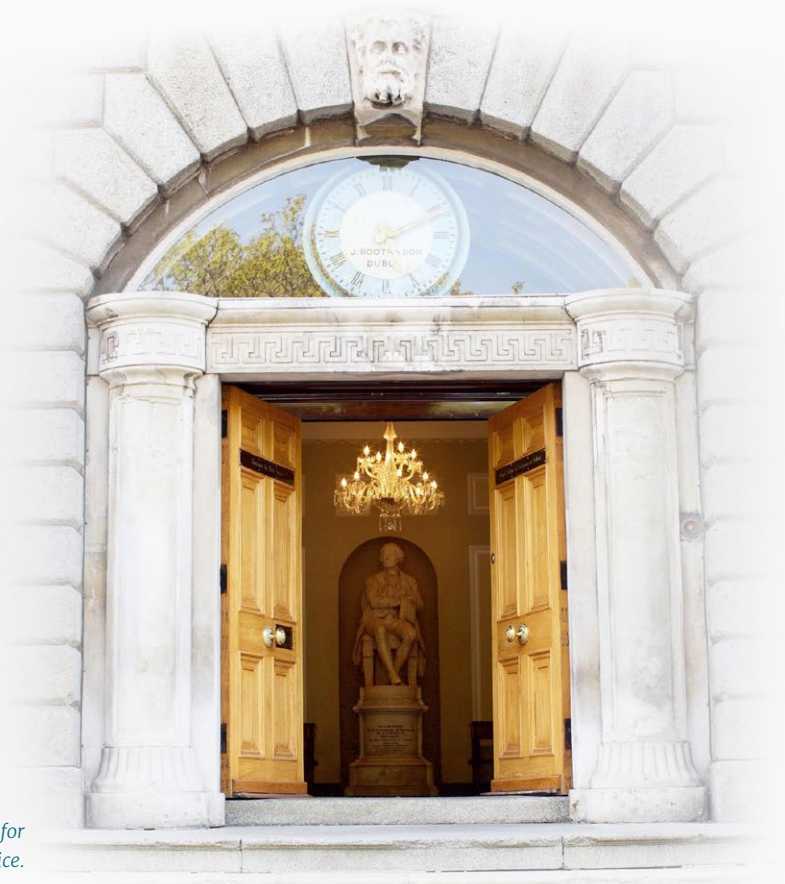
The **science** is the core knowledge and clinical judgement required to safely care for our patients

The **craft** is the technical skill required to actually perform surgical procedures



The **art** is the collection of non-technical skills (human factors) required to perform effectively as part of a modern multidisciplinary and multi-professional team

Introduction



RCSI is driven by a deeply rooted sense of professional responsibility for enhancing human health through education, research and service.

Because Surgery is a science, a craft and an art, training in Surgery will always be more challenging and more complex than training in a non-craft discipline.

However, the world of Surgery is changing dramatically and rapidly. The surgeons of tomorrow will need to have additional skills in areas that are not directly related to Surgery but are nevertheless an integral part of tomorrow's surgical ecosystem.

Tomorrow's surgeons will need to have additional competencies in areas such as healthcare management, healthcare economics, surgical innovation, quality assurance, clinical governance and healthcare informatics.

The RCSI Future Surgeon-Leader programme has been designed to equip the next generation of surgeons with the skills necessary to start on the pathway to become true surgeon-leaders.

The programme will address the holistic development of tomorrow's surgeons and prepare them to perform effectively in a surgical environment dominated by complex technology, Artificial Intelligence and diverse human interactions.

The Future Surgeon-Leader Programme has been designed exclusively for trainees on the RCSI International Surgical Fellowship Programme (ISFP). The programme includes modules which collectively address the full spectrum of competencies required to perform and function effectively as part of a modern 21st century surgical team.

The Future Surgeon-Leader Programme is a comprehensive competency based education programme which supplements and enhances the clinical experience gained in the hospital workplace.



There are 4 modules, each of which addresses a different aspect of surgical development. Fellows on the RCSI ISFP will participate in all 4 modules throughout the Fellowship programme in Ireland, equating to 10 days of academic participation in **each** year.

The Future Surgeon-Leader Programme

TECHNICAL SKILLS ~ *Operative Surgical Skills*

~ 3 days each year, usually in the RCSI Sim Centre

NON-TECHNICAL SKILLS ~ *Human Factors in Patient Safety*

~ 2 days each year, either classroom or online

CLINICAL SKILLS ~ *Capabilities in Practice*

~ 2 days each year, simulation in RCSI Sim Centre

PROFESSIONAL DEVELOPMENT ~ *Tomorrow's Surgeons Today*

~ 3 days each year, either classroom or fully online

Attendance and full participation is **mandatory** for Fellows on the ISFP and is a requirement for award of the Certificate of Completion of Fellowship Training in all specialties.

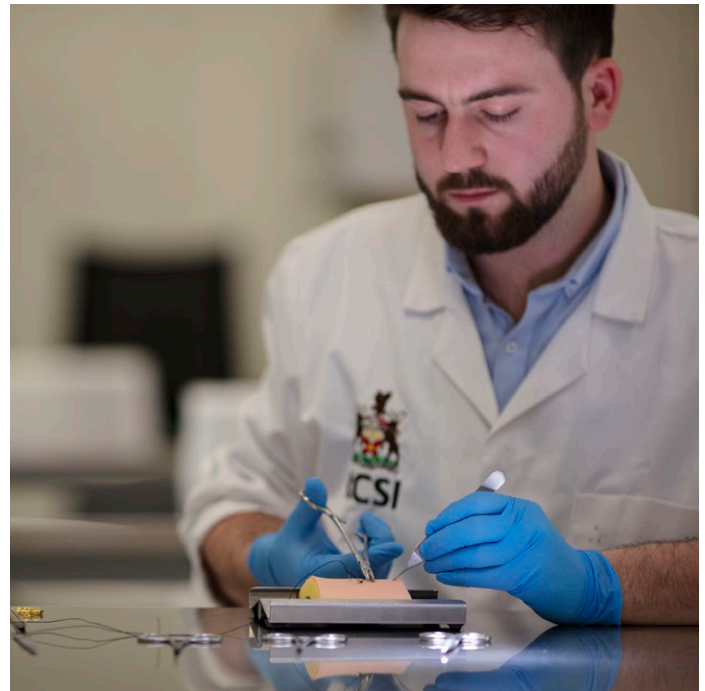
Technical Skills

Operative Surgical Skills

Expertise in technical skills is at the heart of surgical competence.

Whilst tomorrow's surgeons will be required to develop a wide range of quite diverse competencies, the ability to operate safely and competently will, nevertheless, always be a defining characteristic of a surgical expert.

Until quite recently, surgical training extended over many years and trainees worked long hours each week. Surgical trainees therefore became competent through repeated practice over long hours and many years, working under the traditional "apprenticeship" model.



In recent years, there have been significant changes in this traditional surgical training model. Surgical training is now shorter and more streamlined and weekly work-hours are often restricted by national legislation. At the same time, opportunities to participate in index surgical procedures are increasingly limited because of regular cancellation of elective operating lists.

Furthermore, the practice of surgery is becoming increasingly embedded in complex technology and this significantly impacts on the ability of junior surgical trainees to gain operative experience.

Finally, societal expectations are rapidly changing and the public no longer wish to be used as training material for surgical trainees. All of this means that the traditional apprenticeship model of surgical training is no longer tenable.



The rationale of this Technical Skills module is to address the current challenges in surgical training by providing a supplementary intensive programme of surgical technical skills training in a state-of-the-art surgical simulation facility. Course participants will undertake comprehensive curriculum-based technical skills training at RCSI.

There will be a major emphasis on:

1. Teaching correct technique (by using experienced surgical faculty)
2. Repeated deliberate practice
3. Intensive assessments and documentation of competence (using a bespoke surgical portfolio)

The Future Surgeon-Leader Programme

EXPERT PERFORMANCE

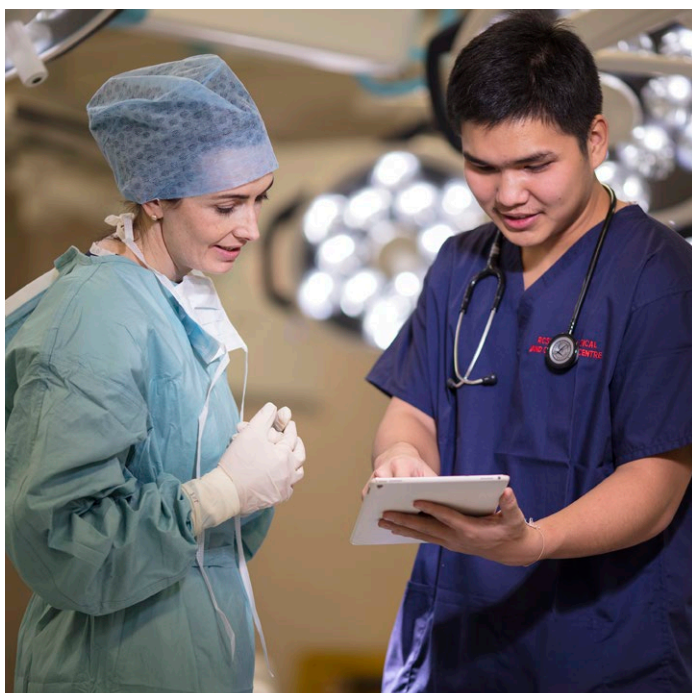
- Understand the task and the steps
- Define performance standards
- Practice
- Feedback: proximate/structured
- Encourage higher standards (coaching)
- Practice more
- Feedback

....Still more practice!!

Each Fellow will attend the RCSI Sim Centre 3 times per year for skills training in areas relevant to their own subspecialty. *Training will be delivered by surgical faculty who are experts in their field.*

Non-Technical Skills

Human Factors in Patient Safety



The Future Surgeon-Leader Programme

YEAR 01

Talking to Patients and Relatives

(full day classroom and simulation-based session in RCSI):

- Communication at the heart of good patient care
- Explaining diagnoses and treatment to patients and relatives
- Obtaining informed consent
- Breaking bad news

Professionalism, Human Factors and Patient Safety

(in-person and online workshops during the year):

- Professional values, attitudes and behaviours
- Patient Safety and Quality of Care

YEAR 02

Professional Interactions

(full day classroom and simulation-based session in RCSI):

- Negotiation strategies
- Dealing with difficult people
- Managing conflict in the work place
- Achieving a win-win situation

Safety Management Systems in Healthcare

(in-person and online workshops during the year):

- Causes of harm to patients in healthcare
- Systems and processes for managing patient safety

All surgeons are expected to develop a sound knowledge and understanding of the theory of surgical practice and be technically adept at the craft of surgery.

On their own, however, knowledge and skills do not necessarily make a good surgeon. Non-technical/personal skills (human factors) play an equally important role in the achievement of good results in surgery. Decision making skills, communication, teamwork and leadership, self-awareness and insight, conflict resolution and error management are all important personal skills and attributes that play a key role in surgical practice and clinical outcomes.

The Future Surgeon-Leader Programme aims to give Fellows on the ISFP the personal skills and attitudes necessary for successful surgical practice as part of a multidisciplinary team in a modern clinical setting.

The Human Factors module is delivered across the 2 years of the ISFP and involves both classroom-based training and live online sessions. In each year, there will be 2 full days of classroom and simulation-based training in RCSI, Dublin plus additional online sessions arranged at times to suit busy surgical Fellows and minimise disruption of valuable clinical activities.

Clinical Skills

Capabilities in Practice

Surgical training is designed to produce a person capable of safely and effectively performing the role of a “day 1” consultant surgeon.

That is the “outcome” described in the outcomes-based Intercollegiate Surgical Curriculum Programme (ISCP).

The role of a consultant surgeon can be thought of as the sum of all the various tasks which need to be performed through a working week. These tasks are the high-level outcomes of the surgical curriculum and grouping these together describes the role of a consultant surgeon.



To perform a high-level clinical task as a consultant surgeon requires trainees to be able to integrate areas of learning from all parts of the syllabus, including knowledge, clinical skills, professional skills and technical skills. In addition, a consultant surgeon will need to have acquired the generic skills, behaviours and values shared by all doctors in order to perform this role safely and well.

A “capability” is a set of skills that can be developed through training from novice to expert and therefore these high-level clinical outcomes are known as Capabilities in Practice.

There are 5 Capabilities in Practice which are common to all surgical specialties and which reflect the activities of a normal working week of a surgeon:

- Managing an out-patient clinic (OPD)
- Managing the unselected emergency “take” (night on-call)
- Managing ward rounds and the on-going care of in-patients
- Managing an operating list
- Managing multi-disciplinary working (MDT meeting)

The Capabilities in Practice are at the core of the Intercollegiate Surgical Curriculum Programme (ISCP) and are used as the basis to determine satisfactory completion of training.

The Future Surgeon-Leader Programme places great emphasis on the importance of the Capabilities in Practice and will use simulation-based teaching methodologies to deliver novel educational experiences for Fellows on the ISFP.

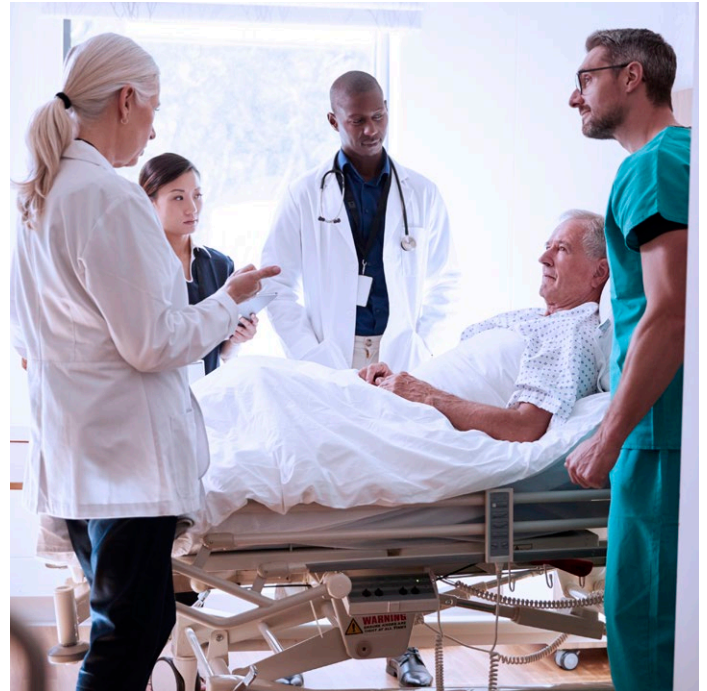
During each year, Fellows will attend the RCSI Sim Centre for 4 x 0.5 day simulation-based sessions as follows:

- Conducting efficient ward rounds for patient safety
- High performance Multi-Disciplinary Team (MDT) meetings
- Managing a night on-call
- Running an effective outpatient clinic (OPD)



Professional Development

Tomorrow's Surgeons Today



Good performance as a surgeon involves more than just surgical knowledge, technical skills and non-technical behavioural skills.

Optimal performance requires awareness and full understanding of the wider context in which modern surgery is practiced. Issues such as healthcare management, health economics and clinical governance should be clearly understood by surgeons in order to optimise the care given to patients.

Surgeons should also know how modern information technology contributes to patient care and, particularly, should know how to access and critically appraise an evidence base for surgical practice.

They should also appreciate the contribution that technology makes to 21st century surgical practice and understand how new technology is devised, evaluated and brought into clinical practice.

Finally, surgeons should also be aware of the global issues which affect delivery of safe surgical care around the world. All of this should be underpinned by a deep commitment to modern concepts of medical professionalism.

The Future Surgeon-Leader Programme aims to give Fellows on the ISFP an introduction to the myriad of additional competencies which will be required of tomorrow's surgeons. Clearly, it would not be possible to become an expert in the full range of such competencies in just 2 years. However, this module offers a wide range of short courses which act as "tasters" for some of these competencies and will hopefully encourage Fellows to pursue more in-depth academic programmes in these fields at a later stage.

Each Fellow will select **one short course each year**. Each course is equivalent to approximately 3 full days of tuition: some involve 3 days of classroom-based tuition in RCSI and some are fully online, delivered part-time over 5 weeks but still equivalent to about 3 days of fulltime tuition.

The "menu" of available short courses below is designed to provide a wide range of options to suit varied trainee interests.

Professional Development Short Courses

The following 2 short courses are delivered by RCSI Surgical Affairs, CPD-SS Programme.



Medical Leadership Certificate

The dynamic nature of healthcare and the ongoing development of healthcare systems highlight the importance of medical doctors as leaders who can embody a wide range of leadership competencies and capabilities. Increasingly, medical leaders must talk convincingly about the whole organisation while retaining their unique clinical focus and emphasis on the human experience.

To be an effective leader, doctors must focus on their personal leadership style, develop high performing teams and influence change and improve performance at the organisational and system level.



This programme is aligned to current national and international medical leadership competency frameworks including the NHS Medical Leadership Competency Framework (2010); CanMEDS Canadian Physician Competency Framework (2015); and the Irish Medical Council (IMC) Professional Competency: Reaching for Improvement (2011).

Course: Medical Leadership Certificate

Time: 3 days (6 workshops)

Start Dates: Day 1: 09 Jan 2025 or 23 Jan 2025

Day 2: 06 Feb or 20 Feb 2025

Day 3: 13 Mar 2025 or 27 Mar 2025

Teaching and Assessing in Clinical Practice

Training the next generation of surgeons is a key responsibility of all consultant surgeons. Despite this, many surgeons receive little or no training in how to teach and train effectively.

This course will support you to develop your professional identity as a clinical educator and enable you to improve your teaching and assessing skills in both the clinical and classroom environments. A combination of education theory, lesson planning, interactive peer group exercises, micro-teaching skills practice and reflection will be used to develop the skills of lesson planning, effective teaching, assessment and giving peer feedback.

This course is designed to provide participants with key skills to become more effective surgical educators and is the ideal starting point for someone who plans to progress, at a later stage, to a Postgraduate Diploma or a Masters degree in Surgical Education.

Course: Teaching and Assessing in Clinical Practice

Time: 3 days, fully online

Start Dates: Day 1: 11 Feb 2025, Day 2: 12 Feb 2025

Day 3: 12 Mar 2025



Professional Development Short Courses

The following 11 short courses are delivered by RCSI Graduate School of Healthcare Management through RCSI Online.

Entrepreneurship and Innovation in Healthcare



This course offers practical skills for driving innovation in healthcare. It covers developing your potential as an innovator, discovering and defining healthcare innovation opportunities, turning ideas into tangible solutions, and implementing innovation in the complex healthcare field. This “micro-credential” course fosters a supportive environment for networking and collaboration, connecting with industry experts, mentors, and other aspiring entrepreneurs.

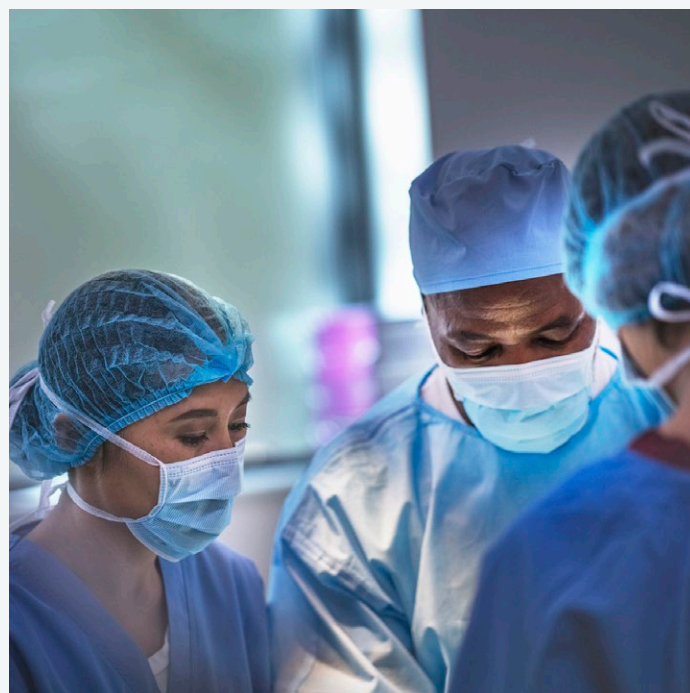
There are also multiple resources that can help participants navigate the intricacies of healthcare regulations and compliance.

This course is ideal for healthcare professionals and anyone interested in delivering innovation in the healthcare space. The course enhances your ability to lead change and improve outcomes in the healthcare field.

Course: Entrepreneurship and Innovation in Healthcare

Time: 5-week, part-time, fully online

Start Dates: 14 October 2024



Finance for Healthcare



In healthcare, every change has a financial implication. When proposing or planning reform, in addition to an awareness of the clinical dimensions and impact, healthcare professionals also need a critical understanding of how to make a financial case for change or for a new service.

For healthcare professionals who want to bring about change, lead a project or look to a future management role, this course will provide an understanding of the role of finance in healthcare and equip them with the tools, language and confidence they need to make a business case.

Course: Finance for Healthcare

Time: 5-week, part-time, fully online

Start Dates: To be confirmed



Foundations of Digital Health

Contemporary healthcare systems generate large amounts of data. In an ideal scenario, these systems would be closely interlinked and the data within them easily shared to optimise care for patients. However, the complexities of both healthcare and data, as well as the scale of these systems and the large number of different individuals involved – healthcare professionals and patients – means this is far from simple.

This short course will examine some of the key technologies relevant to digital health today. It will guide you towards an understanding of these technologies and how they are used on an operational level. The course will explore how health data generated by the consumer through smartphones and other technologies, coupled with data generated through patient interactions with healthcare practitioners, might be harnessed to enhance patient care and deliver operational efficiency.



Digital Health Technologies

Digital Health Technologies introduces a ground-breaking approach to healthcare, leveraging technological advancements to enhance patient care, streamline processes, and improve overall efficiency. Throughout the course, you will address the challenges and complexities associated with electronic health records, gaining valuable insights into their intricacies, ultimately contributing to improved patient outcomes.

This course is designed to guide you through the diverse spectrum of digital healthcare solutions and the evolution of information and communications technology (ICT) in the health sector. The modules place special emphasis on delving into the insights provided by the Health Information and Management Systems Society (HIMSS), recognised as the world's largest health informatics organisation. The course also offers an in-depth examination of virtual care and augmented reality (AR), their relevance to healthcare and how the COVID-19 pandemic has spurred advancements in these areas.



Course: Foundations of Digital Health

Time: 5-week, part-time, fully online

Start Dates: 11 November 2024

Course: Digital Health Technologies

Time: 5-week, part-time, fully online

Start Dates: To be confirmed

Personalised Healthcare

The future of health is “personalised”. As science reveals more about the ‘omics’ in human biology – mainly genomics but also proteomics, epigenomics, microbiomics, and more – it also uncovers how this differs from one individual to the next, allowing medicine to be tailor-made for individuals. Such developments mean not only that we can treat a patient’s specific illness, but also use data to better predict how a person will respond to treatment and, ultimately, focus on health interventions that may prevent a person from becoming sick in the first place.

As a participant on this course, you will develop an understanding of this field, and also consider how personalised health could potentially deepen social inequalities if access is not equal. You will also consider how personalised health raises data privacy concerns.

Course: Personalised Healthcare

Time: 5-week, part-time, fully online

Start Date: 2024, To be confirmed



Person-centred Digital Healthcare

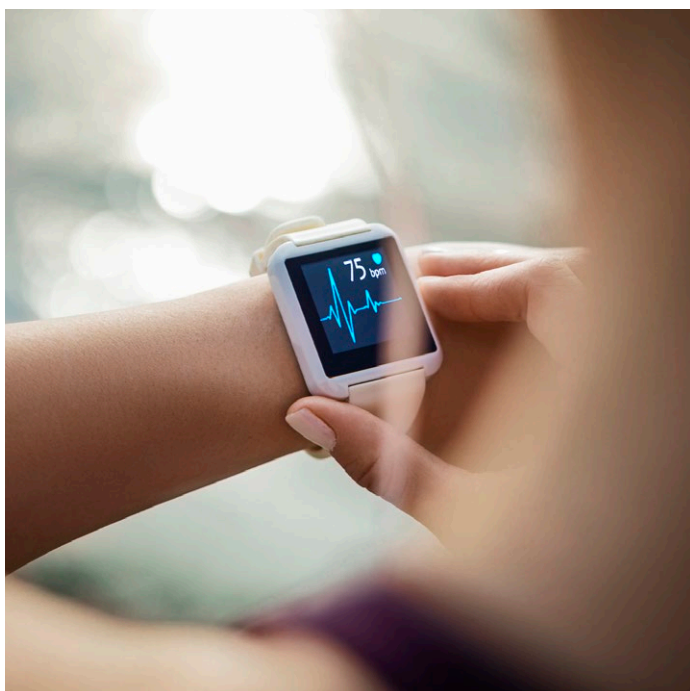
Health tracker apps on our phones, patient files being shared between different clinicians, multidisciplinary healthcare teams collaborating within and across institutions: these are just some of the ways in which the digital revolution is impacting healthcare. At the same time, the rise of person-centred healthcare means that, instead of treating one aspect of an illness or injury, health professionals increasingly look at the whole person. It’s not enough, for instance, to just treat a patient’s heart condition in isolation. Instead, the clinician needs to look at their wider circumstances, such as diet, income levels and housing conditions.

This course will guide you through the wider issues involved in the digital health revolution, and demonstrate how digital tools can be used to deliver a person-centred healthcare model. It will examine the drivers of this digital disruption and the forces resisting change, before inviting you to analyse the implications for your organisation, as well as your professional and personal identity.

Course: Person-centred Digital Healthcare

Time: 5-week, part-time, fully online

Start Date: 2024, To be confirmed





Leadership and Management Essentials

With an exclusive emphasis on healthcare management, this course is designed for healthcare professionals aiming to transition from clinical roles to leadership positions.

The course bridges critical gaps in clinical leadership and management, empowering participants to excel in specialised roles and lead with confidence.

Participants will explore essential concepts such as navigating organisational change, implementing service improvements, and enhancing patient outcomes through effective leadership strategies.



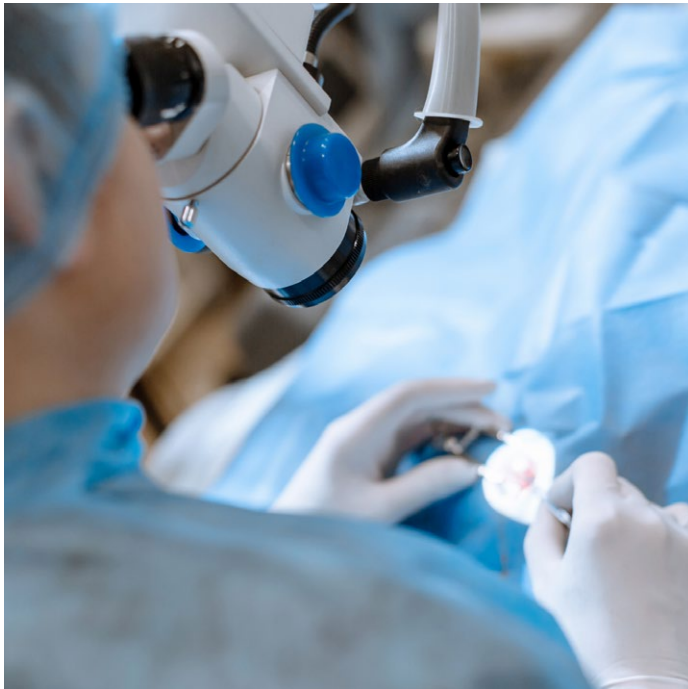
Additionally, they will also gain insights into models for patient safety and governance, fostering a culture of quality and safety within healthcare settings. Prepare to embark on a transformative journey with the Leadership and Management Essentials course, develop the competencies needed to lead diverse teams confidently and drive positive change in healthcare delivery.

Course: Leadership and Management Essentials

Time: 5-week, part-time, fully online

Start Date: 07 October 2024

Professional Development Short Courses



Introduction to Healthcare Strategy

No organisation can function effectively without a strategy. In the past, strategy was more likely to be developed by senior management, and companies and organisations tended to closely guard their strategic plan. Today, however, strategic planning tends to involve widespread consultation, and to be published for anyone to see.

Participants on this course will discover how strategy is now used as a communication and organisational tool, rather than one that necessarily provides an organisation with a competitive advantage. They will consider how they can successfully input into an organisation's strategy, and how to ensure that a strategic plan does not gather dust on a shelf but instead leads to real progress in their healthcare environment.

Course: Introduction to Healthcare Strategy

Time: 5-week, part-time, fully online

Start Date: 11 November 2024



Business Planning for Entrepreneurs in Healthcare and Science



The healthcare industry is rapidly evolving, presenting both challenges and opportunities for those at all levels and backgrounds. As the demand for innovative healthcare solutions continues to grow, individuals with a passion for driving change in this sector must equip themselves with the skills and knowledge needed to succeed.

Healthcare professionals and those working in healthcare organisations can play a key role in enabling positive transformation in their environment by channelling their entrepreneurial drive.

This course is designed for those passionate about making a difference in healthcare. It focuses on the unique challenges and opportunities within healthcare, equipping participants with targeted skills and enabling them to explore the essential aspects of business planning and development, tailored specifically to healthcare professionals and those working in the industry or related fields.

Participants will gain the ability to identify, evaluate, and capitalise on opportunities within their chosen domain, fostering a proactive and innovative mindset while developing competencies that are directly applicable to real-world healthcare scenarios.

Course: Business Planning for Entrepreneurs in Healthcare and Science

Time: 5-week, part-time, fully online

Start Date: 12 May 2025

Professional Development Short Courses

Design Thinking for Entrepreneurs in Healthcare and Science



This course aims to guide learners on a transformative approach that adopts and applies innovative problem-solving skills in the context of healthcare and science.

The course aims to equip learners with a powerful toolkit to drive positive change, tackle complex challenges, and develop innovative solutions in these critical fields. Learners will have an opportunity to explore a more holistic and adaptive approach to responding to complex healthcare systems, patient needs, and scientific research. This approach focuses on innovative problem-solving, addressing challenges in the healthcare sector, while simultaneously fostering the development of products, services, and strategies that benefit the entire healthcare ecosystem.

Whether you aim to create patient-centric healthcare solutions, revolutionise scientific research methodologies, or enhance the delivery of healthcare services, this programme empowers you to navigate the complex challenges of healthcare and science with creativity, empathy, and resilience.

Course: Design Thinking for Entrepreneurs in Healthcare and Science

Time: 5-week, part-time, fully online

Start Date: 10 February 2025

Cybersecurity in Healthcare



In today's tech-driven healthcare world, safeguarding patient data from cyber threats is a top priority. Cyber-attacks, becoming more frequent and sophisticated, pose risks like financial losses, damaged reputations, privacy breaches, and even halting critical services.

This course aims to introduce healthcare, medtech, and pharmaceutical professionals to fundamental cybersecurity concepts. It's designed to foster an understanding of best practices, policies, and behaviours crucial for building a cybersecurity culture, safeguarding patient data from malicious threats. The course covers basic cybersecurity concepts, helping you understand threats to health data and how to protect it. You'll learn about areas that are vulnerable to cyber-attacks and how to reduce these risks. Additionally, it explores the idea of a cybersecurity culture and the important role leaders play in creating a safe digital environment in healthcare. This knowledge will empower you to safeguard health data and implement strong cybersecurity practices in your work.

This course is designed for anyone in the healthcare industry, including healthcare professionals, administrators, and those working in medical technology or pharmaceuticals.

Course: Cybersecurity in Healthcare

Time: 5-week, part-time, fully online

Start Date: 07 October 2024

At RCSI, we have been training tomorrow's surgeons... *since 1784*

At RCSI, we believe that every surgical trainee has the potential to become a future leader in Surgery. Whilst some are lucky to be born with natural leadership skills, most are not! However, with appropriate education, training and mentorship, *we believe that all surgeons can reach their full potential as true leaders: that is the mission of the Future Surgeon-Leader Programme.*

You can also take your career to the next level with these optional Postgraduate Diploma and Masters programmes which are delivered fully online and can be taken anywhere in the world. These academic qualifications are fully accredited by the RCSI University of Medicine and Health Sciences and by the National University of Ireland.

Postgraduate Diplomas:

- ~ **Human Factors in Patient Safety**
- ~ **Health Professions Education**

Masters Degree Programmes:

- ~ **Human Factors in Patient Safety (MSc)**
- ~ **Masters in Surgery (MCh)**
- ~ **Quality and Safety in Healthcare Management (MSc)**
- ~ **Leadership and Innovation in Healthcare (Msc)**
- ~ **Healthcare Management (MSc)**







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