



MASTERCLASS  
ONLINE COURSES

19.04.21—  
— 14.12.21

interruption between 14.07 and 07.09.21

MASTERCLASS  
DOUBLE CERTIFICATION DIPLOMA

# Operating Theatres Leadership and Perioperative Practice Management

*Course program*

Schedules for conferences and modules

**Lecturers** bring presentations (may include discussion, activities, videos, power point presentations, etc.) which they have previously recorded or present ‘live’ during web-conference, using the time agreed and allocated on the schedule), and remain for discussion at the end of session.

**Panel members** for discussion (they bring prepared questions to speakers to stimulate discussion and/or talking points to address audience)

**Facilitators** introduce the session, manage the ‘lobby’ of the web-conference platform, monitor the chat, and are responsible for time-keeping. They also participate in chat by periodically summarising any presentations made in Portuguese translating to English for the UK tutors to be able to participate in final discussion. In sessions without a PT lecturer, facilitator also acts as panel, as above.

CONFERENCE 1   19.04.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>Course launching conference theme:</b> <i>‘Military and Surgery leadership’</i>  (open to external)	19:00 – 19:05   check-in + intros	<b>F Pinto (hosting)</b>	A Gupta	C Britton
	19:05 – 19:15   FMUL welcome & intro			
	19:15 – 19:25   CUH and CUHP welcome & intro (AGupta / CBritton)	<b>PT speakerTBC [60min]</b>	G Hayman	
	19:25 – 19:30   CMartins introduces speaker			
	19:30 – 20:30   PT guest presentation ‘Military and Surgery leadership’	C Martins	LM Pedro	
	20:30 – 20:45   Panel discussion and Q&A from audience		J Morton	
	20:45 – 21:00   Closing remarks (CMartins)			
Military and Surgery leadership: similar or different risks, security and goals? Contents TBC				

MODULE 1   20.04.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M1 (CUHP)</b>  ‘Strategy and operations management’	19:00 – 19:05   check-in + intros 19:05 – 19:45   <b>UK tutors’ presentation(s)</b> 19:45 – 19:50   break 19:50 – 20:30   <b>PT tutor’s presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>B Andreatta [20min]</b>  <b>G Hayman [20min]</b>  <b>F Lanca [40min]</b>	LM Pedro	C Britton
An introduction to strategy, decision making and leading for a culture of safety in healthcare. Leaners discuss safe staffing and operational performance of the OT, and underlying principles across different settings and models. Contents TBC				

MODULE 2   04.05.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M2 (CUHP)</b>  ‘Self-awareness and reflective leadership’	19:00 – 19:05   check-in + intros 19:05 – 20:00   <b>UK tutor’s presentation</b> (including instigation of leadership projects to present at end of course) 20:00 – 20:10   break 20:10 – 20:45   discussion & summary 20:40 – 21:00   final remarks and announcements	<b>C Britton [55min]</b>	LM Pedro  G Hayman	R Fernandes
What is leadership? How does one lead? Who is the leader? Much has been researched about personality traits and leadership styles. Leaners are invited to make connections and develop own critical thinking, to continuously enhance their learning throughout the course. Contents: TBC				

MODULE 3   18.05.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M3 (CUHP)</b>  ‘Leadership branding and personal impact’	19:00 – 19:05   check-in + intros 19:05 – 19:45   <b>UK tutor’s presentation</b> 18:45 – 19:50   break 19:50 – 20:30   <b>PT tutor’s presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>B Andreatta [40min]</b>  <b>A Lourenço [40min]</b>	G Hayman  LM Pedro	C Britton
A unit that explores the elements of branding and of personal impact as a leader, linked to the theme of reflective leadership. Participants are invited to think of how they can develop their own leadership brand, and shift focus from investing in leaders, to investing in leadership. Contents: TBC				

MODULE 4   01.06.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M4 (CUHP)</b>  'Key drivers and contemporary issues in perioperative practice'	19:00 – 19:05   check-in + intros 19:05 – 19:45   <b>UK tutor's presentation</b> 18:45 – 19:50   break 19:50 – 20:30   <b>PT tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>A Ortu [40min]</b>  <b>A Lourenço [40min]</b>	G Hayman  LM Pedro	C Britton
A short introduction to the NHS in the UK context, the government forward plan and implications for perioperative services management. The national context in Portugal is explored in more depth and learners are instigated to discuss critically. Contents: TBC				

MODULE 5   15.06.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M5 (CUHP)</b>  'Compassionate and effective leadership'	19:00 – 19:05   check-in + intros 19:05 – 20:00   <b>UK tutor's presentation</b> 20:00 – 20:10   break 20:10 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>R May [55min]</b>	C Britton  G Hayman  LM Pedro	P Amorim
An overview of how compassionate, inclusive, collective leadership in teams impacts on teamwork. Participants explore how leading compassionately (tending, listening, empathising, and helping) makes teams more cohesive, more productive and more creative. Contents: TBC				

CONFERENCE 2   29.06.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>Conference (CUHP)</b> theme 'Aviation and Surgery'  (open to external)	19:00 – 19:05   check-in + intros 19:05 – 20:00   <b>UK speaker presentation</b> 20:00 – 20:10   break 20:10 – 20:45   Panel discussion and Q&A from audience 20:45 – 21:00   final remarks and announcements	<b>J Morton [55min]</b>	G Hayman  C Britton  LM Pedro	C Martins
Aviation and Surgery: leadership and organization in the cockpit and how to avoid errors. Contents: TBC				

MODULE 6   13.07.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M6 (CUHP)</b>  'Clinical Human factors in the perioperative care setting'	19:00 – 19:05   check-in + intros 19:05 – 20:00   <b>UK tutor's presentation</b> 20:00 – 20:10   break 20:10 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>J Morton [55min]</b>	G Hayman  LM Pedro	C Britton
This unit aims to raise awareness of Clinical Human Factors, in the context of surgery and patient safety, but also how they impact on systems performance and wellbeing of people (patients and teams). Contents: TBC				

MODULE 7   07.09.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M7 (CUHP)</b>  'Clinical Leadership in nursing and medical practice'	19:00 – 19:05   check-in + intros 19:05 – 19:45   <b>UK tutor's presentation</b> 19:45 – 19:50   break 19:50 – 20:30   <b>second UK tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>R May [40min]</b>  <b>I Goodhart [40min]</b>	G Hayman  LM Pedro	L Ormonde
This topic is explored via two case studies. The first focuses on the practice of leading large and versatile clinical services and practitioners. The second is about leading in the inception of an acute care unit, across disciplines and across clinical services. Discussion spotlights how collaborative and distributive leadership look like. Contents: TBC				

MODULE 8   21.09.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M8 (CUHP)</b>  'Expertise development and critical thinking'	19:00 – 19:05   check-in + intros 19:05 – 20:00   <b>UK tutor's presentation</b> 20:00 – 20:10   break 20:10 – 20:45   discussion & summary 20:40 – 21:00   final remarks and announcements	<b>C Britton [55min]</b>	G Hayman  LM Pedro	J Girão
This unit introduces the notion of expertise in(to) leadership. Learners critically explore how they develop(ed) clinical expertise and build on this, with the help of educational and leadership theories, to envisage self-mastery acquisition journeys. Contents: TBC				

MODULE 9   05.10.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M9 (CUHP)</b>  'Service improvement and data-driven transformation'	19:00 – 19:05   check-in + intros	<b>A Ortu [40min]</b>	G Hayman / C Britton	J Coutinho
	19:05 – 19:45   <b>UK tutor's presentation</b> 19:45 – 19:50   break 19:50 – 20:30   <b>second UK tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks / announcements	<b>J Fenner [40min]</b>	LM Pedro	
Introduction to healthcare leadership juxtaposed with transformation. Participants discuss how healthcare is a system of systems and explore different approaches to improvement. Data driven transformation and related improvement tools are also examined. Contents: TBC				

MODULE 10   19.10.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M10 (CUHP)</b>  'Business case writing'	19:00 – 19:05   check-in + intros	<b>J Fenner [40min]</b>	C Britton / G Hayman	P Amorim
	19:05 – 19:45   <b>UK tutor's presentation</b> 19:45 – 19:50   break 19:50 – 20:30   <b>PT tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>F Lanca [40min]</b>	LM Pedro	
This unit addresses pragmatic aspects of strategic planning and service improvement, in which successful business case writing is often crucial. Learners may use opportunity to draft/review own business case ideas. Contents: TBC				

MODULE 11   02.11.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M11</b>  'Quality, safety and efficiency in the OT'	19:00 – 19:05   check-in + intros	<b>G Hayman [40min]</b>	C Britton	J Girao
	19:05 – 19:45   <b>UK tutor's presentation</b> 19:45 – 19:50   break 19:50 – 20:30   <b>PT tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks and announcements	<b>F Lanca [40min]</b>	LM Pedro	
Reappraisal of quality, security and efficiency concepts and its importance in operating theatres organization. The need for clinical governance activities, how to measure it and methods to promote a quality and safety culture. Contents: TBC				

MODULE 12   16.11.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M12</b>  'Building multidisciplinary cohesive teams'	19:00 – 19:05   check-in + intros	<b>R Fernandes [40min]</b>	G Hayman / C Britton	LM Pedro
	19:05 – 19:45   <b>PT tutor's presentation</b> 19:45 – 19:50   break 19:50 – 20:30   <b>second PT tutor's presentation</b> 20:30 – 20:45   discussion & summary 20:45 – 21:00   final remarks / announcements	<b>P Amorim [40min]</b>		L Ormonde
Concepts of multidisciplinary team building, and its relevance in the course of surgical procedures. Importance of briefing and debriefing and how simulation may improve leadership. The role of the Leader in the management of errors in the setting of operative theatre teams. Contents: TBC				

MODULE 13   30.11.21				
Sessions	Times	Lecturers	Panel	Facilitators
<b>M13</b>  'Contemporary OT logistic concepts and organisation'	19:00 – 19:05   check-in + intros	<b>N Loureiro [55min]</b>	G Hayman / C Britton	LM Pedro
	19:05 – 20:00   <b>PT tutor's presentation</b> 20:00 – 20:10   break 20:10 – 20:45   discussion & summary 20:40 – 21:00   final remarks and announcements		LM Pedro	
Discussion of logistic concepts and its applicability to modern operative theatres. The interaction between administrations and the surgical practice regarding technology, devices and materials. Contents: TBC				

CLOSING SESSION   14.12.21				
Sessions	Times	Hosting	Participating	
<b>Course completion celebration event</b>	19:00 – 19:05   check-in + intros	<b>F Pinto</b>	G Hayman	C Britton
	19:05 – 20:00   <b>cohort presentations of leadership projects</b> 20:00 – 20:10   break 20:10 – 20:30   discussion and Q&A 20:30 – 20:45   Course closing and celebration (F Pinto) 19:45 – 20:00   Closing remarks (C Britton/Martins)	C Martins	LM Pedro	I Goodhart ...
Participants present abstract or poster of individual/group leadership projects. Director of FMUL officially closes course. FMUL and CUHP faculty make closing remarks.				



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# **Operating Theatres Leadership** and Perioperative Practice Management