

CEIP

Consultant
Executive
Leadership
Programme

Consultant-Led Reform. Patient-Focused Impact.



Trinity College Dublin
Coláiste na Tríonóide, Baile Átha Cliath
The University of Dublin

Trinity Executive Education
Trinity Business School

IHCA

IRISH HOSPITAL
CONSULTANTS
ASSOCIATION

Introduction

Ireland's healthcare system is operating in an environment of increasing complexity, politicisation and resource constraint. Consultants are central to its performance where they lead clinical teams, shape services, influence governance decisions and advocate for patients and services. Yet many step into these responsibilities without formal leadership preparation, and often without the structural authority that their roles now demand.

The Consultant Executive Leadership Programme (CELP), delivered by Trinity Executive Education in partnership with the Irish Hospital Consultants Association, is designed to address this gap. CELP is not a generic leadership course but a consultant-specific executive development journey grounded in the real challenges Consultants face. It recognises the strong motivation among Consultants to contribute more meaningfully to service reform, policy development and system improvement, and aims to provide them with the skills to lead without formal authority while navigating organisational politics, influencing funding and policy decisions, and sustaining confidence in demanding environments.

The programme acknowledges that clinical expertise alone is no longer sufficient for effective system leadership. Consultants require the ability to communicate strategically, negotiate persuasively, build coalitions across disciplines and translate clinical insight into credible business cases and policy proposals. CELP equips participants with the frameworks, tools and confidence to operate at this level.

Delivered over three intensive modules across six months, the programme incorporates a dedicated residential component, intentionally designed to create the space and continuity necessary for deeper reflection, sustained peer exchange and meaningful integration of learning. Through this structured journey, CELP strengthens leadership identity, enhances influence capability and builds system literacy. Equally important, it establishes a trusted national peer network of Consultant leaders whose collaboration and support extend well beyond the formal programme.

CELP represents a strategic investment in Consultant leadership capability by the IHCA, positioning Consultants not only as clinical experts, but as credible system leaders who can shape reform, influence decision-making and drive meaningful, patient-centred change across Irish healthcare.

Programme Details

Programme Format	Programme Dates (Cohort 1)
1 x 90-minute live online Onboarding 3 x 3-day in-person modules	- Onboarding: Date TBC Module 1: Leading Self & Others in a Demanding System 7, 8, 9 December 2026 Trinity Executive Education Module 2: Leading Systems, Policy and Strategic Impact (Residential Module) 7, 8, 9 February 2027 Farnham Estate, Co Cavan Module 3: Leading Culture, Influence and Change 24, 25, 26 May 2027 Trinity Executive Education
Programme Fees	Award
€7,300 – IHCA Members €8,500 – Non-members	On completion of the programme participants will receive an Executive Certificate in CELP from Trinity Executive Education, Trinity Business School, Trinity College Dublin

Programme objectives

- ◇ Strengthen Consultants' leadership identity and executive presence
- ◇ Develop advanced communication, negotiation and influencing capability
- ◇ Build confidence navigating organisational politics and system complexity
- ◇ Enable participants to lead high-performing multidisciplinary teams and shape culture
- ◇ Deepen understanding of how the Irish health system operates, including governance and policy pathways
- ◇ Equip Consultants to build and advocate for strategic, system-ready business cases
- ◇ Create a trusted cross-specialty peer network to support long-term leadership impact

CELP at a Glance

Module 1: Leading Self and Others in a Demanding System

Themes explored:

Leadership identity, executive presence, crucial conversations, conflict management, teaming and psychological safety.

Participants explore the transition from expert clinician to system leader, developing clarity of purpose, authority without formal power, and practical tools for high-stakes conversations.

Module 2: Leading Systems, Policy and Strategic Impact

Themes explored:

Strategic foresight, understanding the Irish health system, influencing strategy and building business cases.

Participants strengthen system literacy, learn how decisions are formed across hospitals and policy environments, and translate clinical priorities into persuasive, credible proposals.

Module 3: Leading Culture, Influence and Change

Themes explored:

Negotiation, stakeholder engagement, organisational politics and leading culture shift.

Participants develop the confidence and skills to mobilise stakeholders, navigate resistance, and lead meaningful change under constraints.

Who should apply?

This programme is for:

- ✓ Consultants currently in leadership roles such as Clinical Directors and service leads
- ✓ Consultants serving on Boards or strategic committees
- ✓ Consultants preparing for future leadership positions
- ✓ Consultants seeking influence beyond their immediate clinical domain

What you will gain

- **A strengthened leadership identity:**
Clarity about your role as a Consultant leader, with greater confidence in exercising influence, authority and judgement in complex environments.
- **Advanced communication and negotiation capability:**
Practical frameworks for conducting high-stakes conversations, navigating conflict and negotiating effectively across hospital, HSE and policy contexts.
- **Strategic influence without positional power:**
The ability to mobilise support, build coalitions and advance change even where formal mandate is limited.
- **System literacy and policy insight:**
A clearer understanding of how decisions are formed, funded and implemented across the Irish health system, and how to contribute credibly to those processes.
- **Business case and advocacy skills:**
The tools to translate clinical priorities into persuasive, system-ready proposals aligned with governance and funding realities.
- **Resilience and reflective leadership practice:**
Greater self-awareness, emotional regulation and steadiness under pressure in demanding leadership situations.
- **A trusted national peer network:**
Enduring professional relationships with Consultants across specialties and organisations, forming a community of practice that extends beyond the programme.
- **A recognised executive credential:**
An Executive Certificate in CELP from Trinity Executive Education, Trinity Business School, Trinity College Dublin, reflecting your commitment to leadership development at the highest standard.

Programme Fees

IHCA Members: €7,300

Non IHCA Members: €8,500

The programme fee covers all teaching, programme materials, the full residential stay and dining for the residential module and catering across all modules.

Public contract holding Consultants may be eligible to use CME funding towards programme participation.

CPD approval is currently pending.



As part of Trinity College Dublin, founded in 1592, and Trinity Business School, established in 1925, Trinity Executive Education benefits from the intellectual depth, global reputation and rigorous quality standards of one of Europe's leading universities.

How to Apply
To apply for the Consultant
Executive Leadership
Programme,

Please click [here](#)

For further information please
contact training@ihca.ie
or visit:
[www.tcd.ie/business/
executive-education/](http://www.tcd.ie/business/executive-education/)

Consultant Executive Leadership
Programme (CELP)

About Trinity Executive Education

Trinity Executive Education is the executive development arm of Trinity Business School at Trinity College Dublin. It designs and delivers high-impact leadership programmes for senior professionals across the public and private sectors, equipping leaders with the insight, capability and confidence to operate effectively in complex and fast-evolving environments. Its programmes combine academic excellence with practical relevance, grounded in real organisational challenges.

Trinity Healthcare Leadership Hub

Within Trinity Executive Education, its Healthcare Leadership Hub brings together a multidisciplinary team of academic and industry experts dedicated to healthcare leadership and system transformation. Drawing on expertise from across Ireland and Europe, the Hub delivers programmes that strengthen leadership capability, support organisational reform and enhance long-term impact across the healthcare sector.

About the Irish Hospital Consultants Association

The Irish Hospital Consultants Association represents the vast majority of hospital Consultants in Ireland and advocates for high-quality, patient-centred care delivered through clinically led services.

The IHCA works to strengthen clinical leadership, improve governance, influence health policy and ensure that the voice of frontline Consultants is central to system reform. Through research, advocacy and sustained engagement with Government, the HSE and key stakeholders, the Association promotes sustainable solutions to workforce, capacity and funding challenges across the health service.

The development of CELP reflects (IHCA) strategic commitment to investing in Consultant leadership capability as a driver of better governance, stronger system performance and improved patient outcomes.



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