



**DIPLOMA
IN
HEALTH SERVICES MANAGEMENT**

This is to Certify that

FRANCIS TIMMONS

has successfully completed an ICM approved training programme and having satisfied the Institute's assessment requirements is hereby awarded this Diploma in Health Services Management:

**Management Processes & Functions
Managing Human Resources**

**Corporate Environment of Health Services Management
Management Information Systems**

Overall Grade: Distinction

V.S.K. Fales

Academic Registrar



Chief Executive

Student No: S48313

Dated the 8th day of December 2003
Issued in Bournemouth, England

The holder of this award has undertaken formal examinations in all subjects, with the exception of any subject suffixed by the letter E. Such letter denotes that an exemption from the subject was granted as a result of the holder having previously obtained a pass in the subject at examinations of any equivalent level.

THE INSTITUTE OF COMMERCIAL MANAGEMENT