

## Management of Healthcare Organisations

### Course Content / Brief synopsis:

In this practitioner-led course, the participants will be introduced the basic concepts and skills essential in the management of healthcare services and professionals. The course seeks primarily to provide a conceptual framework of constructs to connect the business aspects of running the hospital with the medical expertise while keeping up to date with advanced technology and transform healthcare services into the digital era. It is this vital bond that determines the success of the healthcare organisations thus formulating a medical service that patients can depend on.

**Level: Advance** (Curriculum is based on a module offered in the Masters of Public Health and MBA Specialisation in Healthcare Management programmes in the National University of Singapore)

### Who Should Attend

Professionals, managers and executives (PMEs) who are entering the healthcare industry as well as healthcare professionals who aspire to move into a management role.

### Topics

- Finance & Economics
- Operations & Quality
- Informatics & Technology
- Marketing & Community
- Strategy & Entrepreneurship

### Learning Outcomes

#### A. Knowledge and Understanding (Theory Component)

- **Strategy & Entrepreneurship.** Describe and support the strategic planning function within healthcare organisations, from initial mission and vision formulation, to business innovation, to strategy development and planning, to organisational alignment and execution.

- **Finance & Economics.** and operationally evaluate healthcare economic and financing considerations in the delivery of healthcare services in the context of an imperfect healthcare market economy (as a non-financial manager).
- **Operations & Quality.** Understand and optimise the operations of healthcare organisations, from procurement and supply chain management, to facility design and construction, to daily service delivery, to the measurement and monitoring of clinical quality, to customer feedback and satisfaction.
- **Informatics & Technology.** Analyse and collaborate with the data and information systems support of healthcare organisations (as a non-IT manager).
- **Marketing & Community.** Adopt and support the marketing and sales function within healthcare organisations, from needs assessment and market analysis, to product and service design and offerings, to the maintenance of healthcare relationships and communities.

## B. Key Skills (Practical Component)

The curriculum focuses on the knowledge and skills that are required for effectiveness and efficiency to perform well as a healthcare manager (ie how to *do* good healthcare management). It is recommended that the attendees complete The Effective Healthcare Manager course prior to taking this course as it builds foundation of “being before doing”.

The curriculum aims to provide business and technology skills, which will be contextualised to the evolving healthcare industry.

### Schedule

The classes will be conducted on successive Saturdays one week apart. The sessions will be a combination of interactive lectures (with substantial participant engagement) based around succinct conceptual frameworks, followed by case study discussions to encourage and demonstrate concepts and thinking skills. Participants will be expected to actively share their experiences and learn collectively in class, and to work in groups and individually to complete assignments that deep-dive into specific aspects of healthcare management.

The anticipated programme is as follows:

Day 1

<b>Time</b>	<b>Agenda</b>
09:00 – 09:30	Welcome & Introduction
09:30 – 10:45	Course Overview
10:45 – 11:00	Break
11:00 – 12:45	Strategy & Entrepreneurship
12:45 – 13:45	Lunch
13:45 – 15:30	Class Case Study Discussion
15:30 – 15:45	Break
15:45 – 17:30	Finance & Economics

Day 2 (one week later)

<b>Time</b>	<b>Agenda</b>
09:00 – 10:45	Class Case Study Discussion
10:45 – 11:00	Break
11:00 – 12:45	Operations & Quality
12:45 – 13:45	Lunch
13:45 – 15:30	Class Case Study Discussion
15:30 – 15:45	Break
15:45 – 17:30	Assignments & Course Wrap

Day 3 (one week later)

<b>Time</b>	<b>Agenda</b>
09:00 – 10:45	Class Case Study Discussion
10:45 – 11:00	Break
11:00 – 12:45	Marketing & Community
12:45 – 13:45	Lunch
13:45 – 15:30	Class Case Study Discussion
15:30 – 15:45	Break
15:45 – 17:30	Assignments & Course Wrap

### **Assessments**

The two three-day modules are compact and intensive, and will be complemented by extensive readings and slower reflective assignments (that have to be submitted within one month from the date of the last day).

- Individual discursive essay on a healthcare management issue (1200-1500 words, to be agreed by instructor).
- Group case study writing (2500-3000 words, in groups of at least four participants).
- Personal reflection journal (1200-1500 words, excluding a required reading log).

### **Requirements**

- Possess at least two years of working experience.
- Must attend at least 75% of the course.

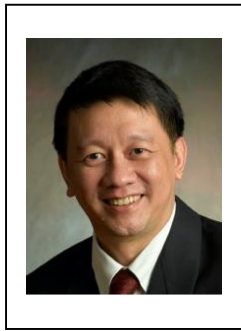
Duration: 3 days

Venue: HMI Institute

Minimum number to run: 20 participants (To be updated by SUSS)



## Trainer's Profile



### **Associate Professor Jason CH Yap**

MBBS, MMed (Public Health), FAMS, FRSPH,  
MBA (Information Systems), GDipCS

A public health physician with over 30 years of experience in the public and private healthcare sectors with diverse responsibilities covering public policy, informatics, marketing and education, he is now a practice track Associate Professor and Director (Public Health Translation) in the NUS Saw Swee Hock School of Public Health in the National University Health System, where he supports undergraduate, postgraduate, executive and continuing professional education. He is the Programme Director for the NUHS National Preventive Medicine Residency.

His academic interests are in Healthcare Management and Integrated Care. He has also taught on strategic planning, systems thinking, health informatics, information security, research and evaluation, healthcare marketing and medical tourism/travel. He serves on the teaching faculty of the Singapore Medical Association's Centre for Medical Ethics and Professionalism.

He is a Fellow of the College of Public Health & Occupational Physicians, Academy of Medicine, Singapore, and of the Royal Society for Public Health in the United Kingdom. He is a member of the Boards of Directors of SATA CommHealth and the International Foundation for Integrated Care (IFIC), the Advisory Board of Singapore General Hospital's Post-Graduate Allied Health Institute, and the Medical Advisory Committee and Institutional Review Board of St Luke's Hospital. In 2008, he stepped down as the Commanding Officer of the 6th Direct Support Medical Battalion in the Singapore Armed Forces.

He was previously Chief Knowledge Officer and senior public health physician in the Agency for Integrated Care, Adviser (Business Development) at Singapore HealthPartners, Chief Executive Officer of Regency Specialist Hospital, Director for Hospital Marketing at Raffles Medical Group, Director (Healthcare Services/SingaporeMedicine) in the Singapore Tourism Board, and Director for IT Planning & Control in the National Healthcare Group, and also served in various departments in the Ministry of Health.

In his career, he has been involved in major healthcare changes in Singapore, including the introduction of residency specialist training, the advent of integrated care, the marketing of Singapore as an international medical hub and healthcare destination, the conceptualization of the national Electronic Medical Record eXchange, SARS crisis management and patient data management, the consolidation of IT systems and services in public sector healthcare institutions, the introduction of clinical coding and casemix, and the implementation of licensing for healthcare facilities.

## Course Fee

Short Courses					
	Self-sponsored/Company-sponsored				Company-sponsored
	International Participants	S'poreans and PRs (aged below 40)	SkillsFuture Mid-Career Enhanced Subsidy <sup>1</sup> (S'poreans aged 40 and above)	Workfare Training Support <sup>2</sup> (S'poreans aged 35 and above, and earn ≤ \$2,000 per month)	Enhanced Training Support for SMEs <sup>3</sup>
Full course fee (A)	S\$2303	S\$2303	S\$2303	S\$2303	S\$2303
SSG grant (70%) (B)	-	(S\$1612.10)	(S\$1612.10)	(S\$1612.10)	(S\$1612.10)
Nett course fee (A) - (B) = (C)	S\$2303	S\$690.90	S\$690.90	S\$690.90	S\$690.90
7% GST on nett course fee (D)	S\$161.21	S\$48.36	S\$48.36	S\$48.36	S\$48.36
Total nett course fee payable, including GST (C) + (D) = (E)	S\$2464.21	S\$739.26	S\$739.26	S\$739.26	S\$739.26
Less additional funding if eligible under various schemes (F)	-	-	(S\$460.6)	(S\$575.75)	(S\$460.6)
<b>Total nett course fee payable, including GST, after additional funding from the various funding schemes (E) – (F) = (G)</b>	<b>S\$2464.21</b>	<b>S\$739.26</b>	<b>S\$278.66</b>	<b>S\$163.51</b>	<b>S\$278.66</b>

### <sup>1</sup>Mid-Career Enhanced Subsidy

Singaporeans aged 40 and above may enjoy subsidies up to 90% of the course fees.

### <sup>2</sup>Workfare Training Support

Singaporeans aged 35 and above (13 years and above for Persons With Disabilities) and earn not more than \$2,000 per month, may enjoy subsidies up to 95% of the course fees.

### <sup>3</sup>Enhanced Training Support for SMEs

SME-sponsored employees (Singaporean Citizens and PRs) aged 21 and above may enjoy subsidies up to 90% of the course fees.

- **Participants are required to achieve at least 75% attendance and/or sit and pass any prescribed examinations /assessments or submit any course/project work (if any) under the course requirement.**
- **The course fees are reviewed annually and may be revised. The University reserves the right to adjust the course fees without prior notice. Singapore University of Social Sciences reserves the right to amend and/or revise the above schedule without prior notice.**

For clarification, please contact the Centre for Continuing and Professional Education (CCPE) via the following:

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E-mail: [CET@suss.edu.sg](mailto:CET@suss.edu.sg)