

The Effective Healthcare Manager

Course Content / Brief synopsis:

New entrants to the healthcare industry in Singapore find its intensity and complexity difficult to understand and navigate. Recent graduates and midcareer crossovers find it especially challenging to appreciate the sociocultural interactions of the various professional groups and nuances at the systems level (eg between the public, private and people sectors, and in government policies and financing). Managing these diverse stakeholders and delivering on the promise of good quality healthcare requires a broad array of knowledge and skills. Further, there are professional expectations of healthcare managers that require time, reflection and effort to develop.

In these practitioner-led courses, participants will be introduced to the basic concepts and skills essential to support their personal development as professional healthcare managers.

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

Managers, Professionals who are entering the healthcare industry and Healthcare Professional who aspire to move into a management role.

Topics

1. Environment & Ecology
2. Professionalism & Ethics
3. Communications & Relationships
4. Leadership & Decision-Making
5. Planning & Evaluation

Learning Outcomes

A. Knowledge and Understanding (Theory Component)

At the end of this course, participants should be able to:

- **Environment & Ecology.** Describe the history, legacy, landscape, challenges, past and future trends, and personal and organisational opportunities in the local healthcare industry in a time of massive healthcare reform.

- **Professionalism & Ethics.** Describe the key attributes and expectations of healthcare professionals, the values and basis of professional and ethical conduct, and approaches to sound choices in complex situations.
- **Communications & Relationships.** Apply approaches to clear and effective communications and effective stakeholder engagement and management.
- **Leadership & Decision-Making.** Describe key attributes and frameworks for sound leadership and team management in healthcare, and approaches to holistic and effective leadership and followership.
- **Planning & Evaluation.** Adopt a comprehensive and coherent approach to the planning, implementation, monitoring and evaluation of healthcare operations and programmes that optimises balanced outcomes for the benefit of the patient and the population.

B. Key Skills (Practical Component)

At the end of this course, participants should be able to:

- Focuses on the personal development of the individual as a manager of healthcare delivery (i.e. how to be a good healthcare manager).
- Aligned to the healthcare leadership competencies proposed by the Healthcare Leadership Alliance in the United States. The programme aims to develop key personal competencies like professionalism, leadership, and communications and relationship management.

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

Time	Agenda
09:00 – 09:30	Welcome & Introductions
09:30 – 10:45	Course Overview
10:45 – 11:00	Break
11:00 – 12:45	Environment & Ecology
12:45 – 13:45	Lunch
13:45 – 15:30	Class Case Study Discussion
15:30 – 15:45	Break
15:45 – 17:30	Professionalism & Ethics

Day 2 (one week later)

Time	Agenda
09:00 – 10:45	Class Case Study Discussion
10:45 – 11:00	Break
11:00 – 12:45	Communications & Relationships
12:45 – 13:45	Lunch
13:45 – 15:30	Class Case Study Discussion
15:30 – 15:45	Break
15:45 – 17:30	Leadership & Decision-Making

Day 3 (one week later)

Time	Agenda
09:00 – 10:45	Class Case Study Discussion
10:45 – 11:00	Break
11:00 – 12:45	Planning & Evaluation
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. It 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/Singapore Medicine) 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 ¹ (S'poreans aged 40 and above)	Workfare Training Support ² (S'poreans aged 35 and above, and earn ≤ \$2,000 per month)	Enhanced Training Support for SMEs ³
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)
Total nett course fee payable, including GST, after additional funding from the various funding schemes (E) – (F) = (G)	S\$2464.21	S\$739.26	S\$278.66	S\$163.51	S\$278.66

¹Mid-Career Enhanced Subsidy

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

²Workfare 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.

³Enhanced 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.**
- **Participants are required to complete all surveys and feedbacks related to the course**
- **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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