## BACKGROUND

When Senior Residents complete their residency training and transit into their new roles as junior doctors, also known as Associate Consultants (ACs), they often face uncertainties about practicing as specialist doctors, as they are now expected to work independently and guide their juniors.

A pilot Capstone Program was developed and conducted in 2016 by Medicine Academic Clinical Program (ACP) for Singapore General Hospital (SGH) Division of Medicine’s newly promoted ACs. After the pilot run, there was interest from other ACPs to run similar programs for their new ACs.

In response, a committee was formed in August 2017 to design a common clusterwide program for these ACs. The committee was headed by consultants from Medical and Surgery ACP, and constituted of administrative representatives from ACPs and HR representatives from SingHealth’s Learning, Leadership and Organisation Development (LLOD).

## METHODOLOGY

1. **Research**
   - Focus group discussions were conducted with current ACs, Senior Consultants and Division Chairmen across SingHealth.

2. **Identify**
   - The following topics were identified to be important and relevant to newly recruited ACs:
     - Overview of SingHealth, and the evolving Singapore Public Healthcare System
     - Aspirations and challenges of an AC
     - SingHealth’s HR and Finance matters
     - Managing challenging patient issues (e.g. medico-legal matters, patient complaints etc.)

3. **Implementation**
   - A one-day orientation program, Associate Consultant Readiness Program (ACRP) for newly recruited ACs was developed. The inaugural ACRP was conducted in October 2017.

4. **Evaluate**
   - After each program run:
     - Evaluation from participants
     - After-Action Reviews by committee members
     - All information was compiled for further program refinement

## RESULTS

- **4 runs conducted to date**
- **2 runs were conducted per FY**
- **231 ACs trained**
- **No. Of ACs**
  - FY17 (2 runs) 104
  - FY18 (2 runs) 127
  - Total 231

Program Evaluation Ratings

- **94%** of the respondents mentioned that they had a positive learning experience.
- **93%** of the respondents felt that they will be able to apply the knowledge learnt.
- **89%** of the respondents found the session was delivered at a pace suitable for learning.

Some of the evaluation feedback from the ACs.

- The program is a good platform to network, meet and interact with fellow ACs from other ACPs, as well as with our institution leaders who are the faculty for this program.
- Appreciated the investment and concerns shown by senior leaders and administrators in our development and career progression.
- The program enabled us to understand the healthcare system better.

## CONCLUSIONS

With the positive feedback received and support from senior management, ACRP will continue to be held twice a year, in March and October, for newly recruited ACs. The committee will carry on to review and refine the program after each run.