



Singapore Healthcare Management 2017

Facilitating Collaborative Practices in Academic Medicine



Joint Office of Academic Medicine

LIM Chew Loong, LEE Iris, FOO Suan Jong & TAN Kok Hian

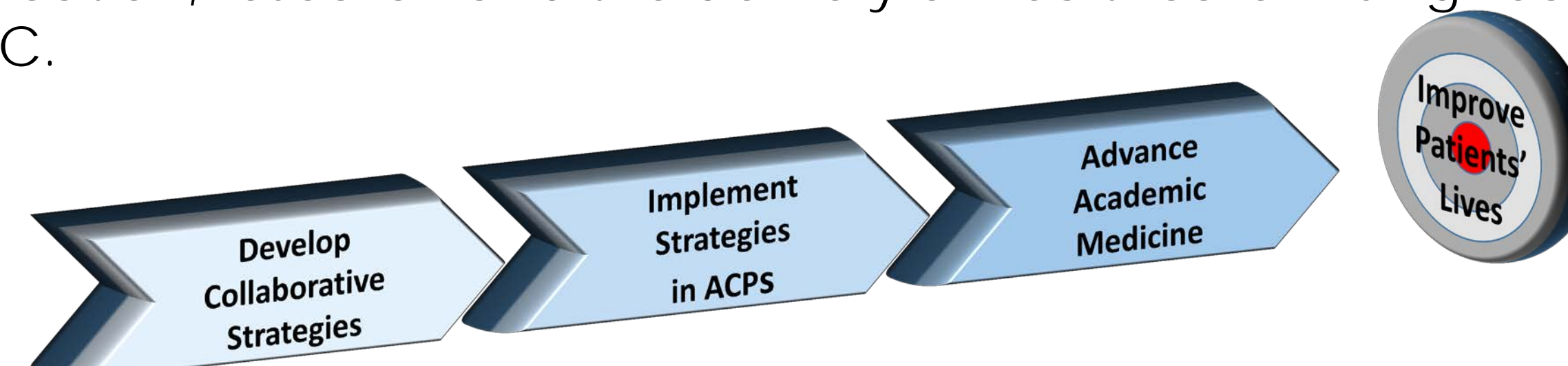
INTRODUCTION



All Academic Medical Centers (AMCs) have the tripartite mission to deliver excellent healthcare for patients while concurrently also undertaking education and research to grow knowledge with the aim of advancing and improving the quality of healthcare.

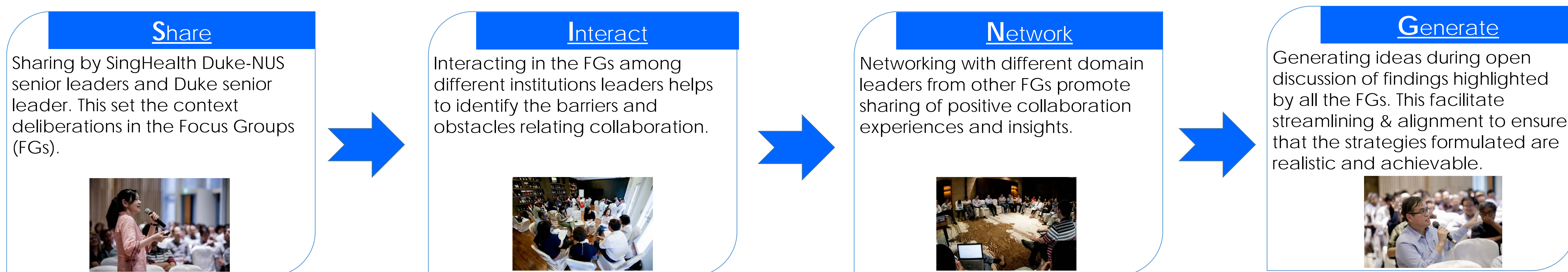
OBJECTIVE

To develop collaborative practices in academic medicine that our Academic Clinical Programme (ACP) can adopt as strategies to transform education, research and the delivery of healthcare in SingHealth Duke-NUS AMC.



METHODOLOGY

We initiated 4 Focus Groups for each domain – Chair, Research, Education and Clinical groups during the Academic Medicine Leaders Forum (AMLF). The overarching strategy for the AMLF is S.I.N.G., which we adopted in our Focus Group Discussion (FGD):



RESULT

- A total of 150 participants which account for 88% of the targeted Group Leaders from our AMC attended the Focus Group Discussion during AMLF event held on March 2017.
- Participants in all Focus Groups have identified a multitude of barriers and obstacles that our AMC should resolve.

A brief overview of outcomes from the Focus Group discussions

Academic Chair Group

- Top-Down Vs. Bottom-Up Approach
- Inadequately adjusted Financial Structure
- Traditional Mind set and Fear of Change
- Hoarding Mentality
- Mal-Distribution of Resources



Academic Vice-Chair Research Group

- Challenges in the flow of local Funding overseas
- Data sharing Restrictions
- Recognition and Authorship for the Principal Investigators
- Lack of awareness on public-private partnerships and Agreements.



Academic Vice-Chair Education Group

- Challenges in the Administrative and Logistic Coordination
- Alignment of Different Management Concepts
- Inadequate Inter-professional component in current curriculum
- Physician Attitude



Academic Vice-Chair Clinical Group

- Existing Workplace Culture
- Balancing existing Manpower with increasing workload
- Inter-Institution charging of services
- Lack of seamless approaches in terms of Finance operations
- MOH Vs. MOF objectives



- The groups brainstormed and derived multiple collaborative strategies to overcome the barriers.

❖ Communication

- Adopt effective communication and engagement channels to embed the AM culture
- Tele-conferencing to bridge distances and encourage more overseas engagement
- Organize multidisciplinary board meetings to explore collaboration opportunities
- Encourage more community projects involving clinicians, students, nurses and administrators
- Sharing of best collaboration practices between different institutions and domains
- Leverage on Duke Global Health Programme to help strengthen our ability to collaborate globally and regionally



Strategies for an effective collaboration

❖ Finance

- Harmonization of financial framework within our AMC to ensure operational efficiency
- Restructure grants and initiatives to encourage collaborations locally and internationally
- Proper tracking to ensure high utilization and accountability

❖ Management

- Celebrating success stories as opposed to focusing on quantifiable outcomes
- Discourage hoarding and siloes mentality which discourage good partnerships
- More flexibility in assessing performance
- Faculty development for all professional from all disciplines

CONCLUSION



Through the Focus Group Discussions (FGDs) of the relevant academic domains, leaders in our AMC are able to effectively identify barriers & obstacles and formulate collaborative strategies that are realistic and actionable to advance AM in the SingHealth Duke-NUS AMC. FGDs are an effective device to discuss principles, challenges and issues that can better facilitate strategies to help forge stronger collaboration and partnerships.

