

Inception of SingHealth Residency Leadership Programme (SRLP) to build the pipeline of clinician leaders

Peh Qiuting, Jodie Lee,
Tan Wei Ming, Mok Ziying
Assoc Professor Lim Boon Leng



1. Vision

In line with SingHealth Strategic Human Resource (HR) goal of talent development, it is imperative to spot, develop and retain the middle rung clinician leaders, called Chief Residents (CRs) early and hone them in their leadership capabilities to build the leadership pipeline.

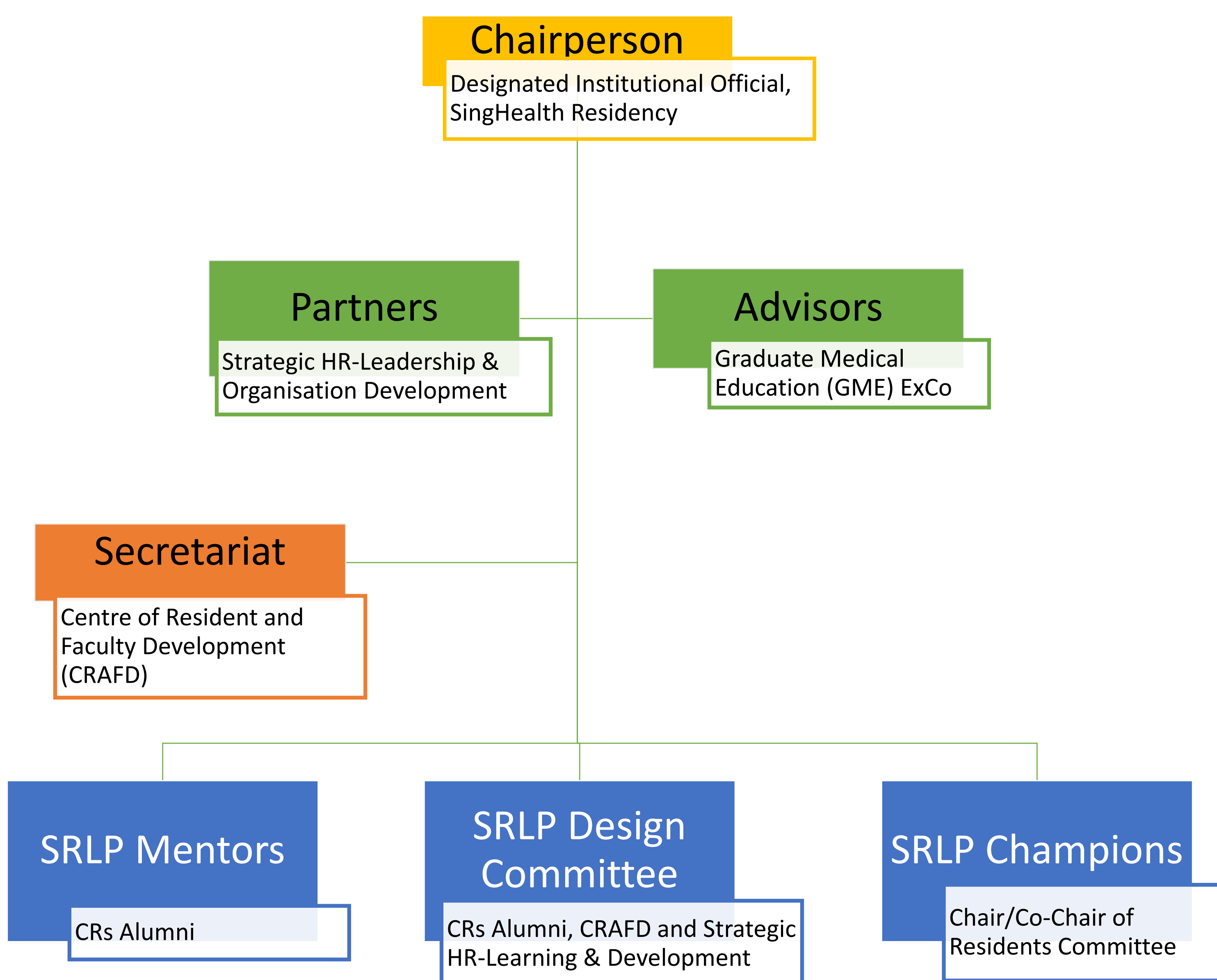
2. Challenges

Since 2013, the only programme to groom the CRs is a national one, called the Singapore Chief Residency Programme (SCRP). This programme has been offering SingHealth on average 12 training spots per Academic Year (AY). This is less than 3% of the eligible cohort trained as CRs. To have a stable pipeline of clinician leaders, there is a need to start a similar programme in-house.

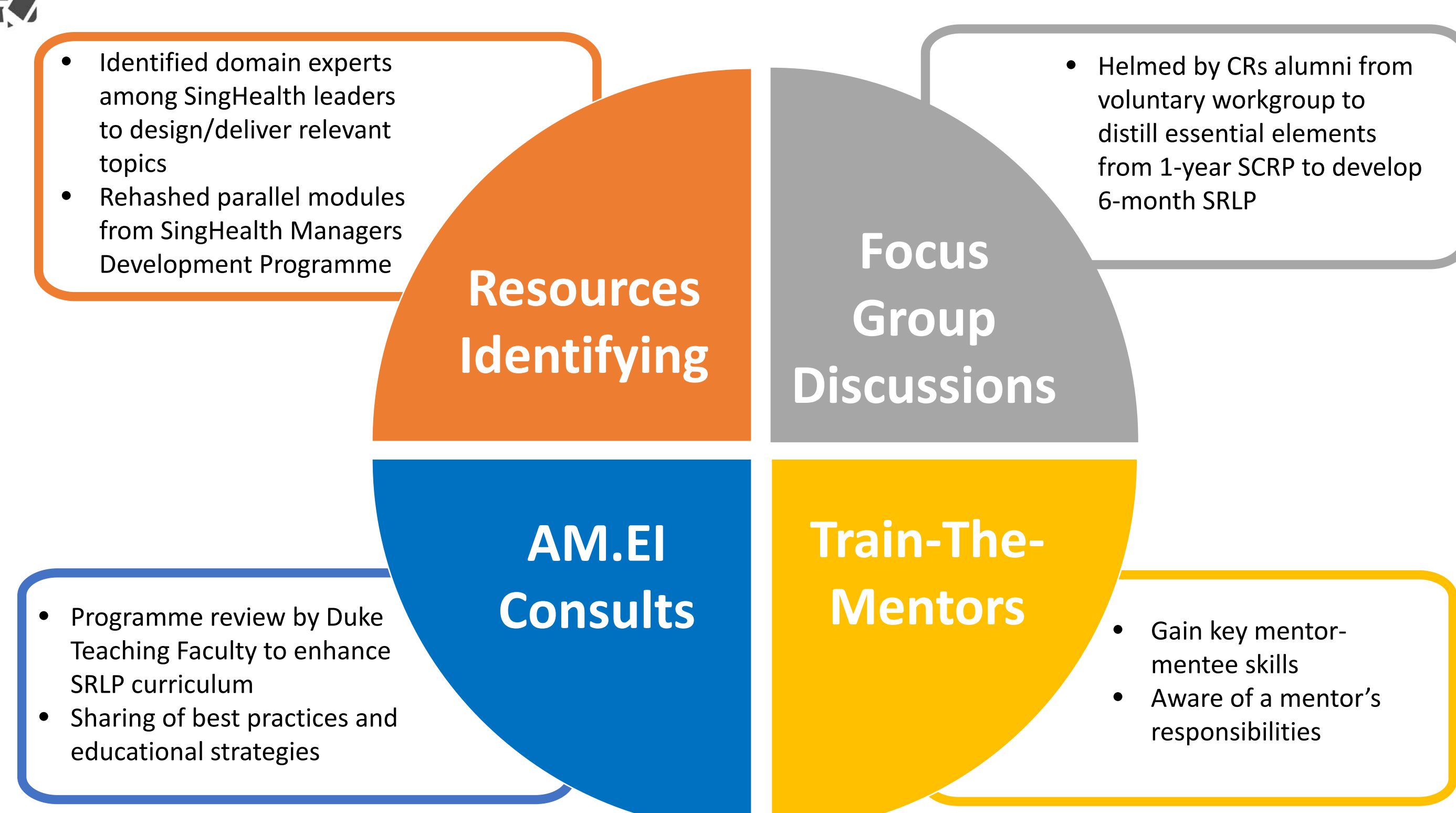
3. Methodology

A workgroup comprising of voluntary CRs alumni who went through the SCRП training, was formed to develop a training programme to be run within SingHealth. This in-house training programme is termed SingHealth Residency Leadership Programme (SRLP), where the content should be equivalent to that of the SCRП.

Formation of SRLP Workgroup



Formulation of SRLP Curriculum



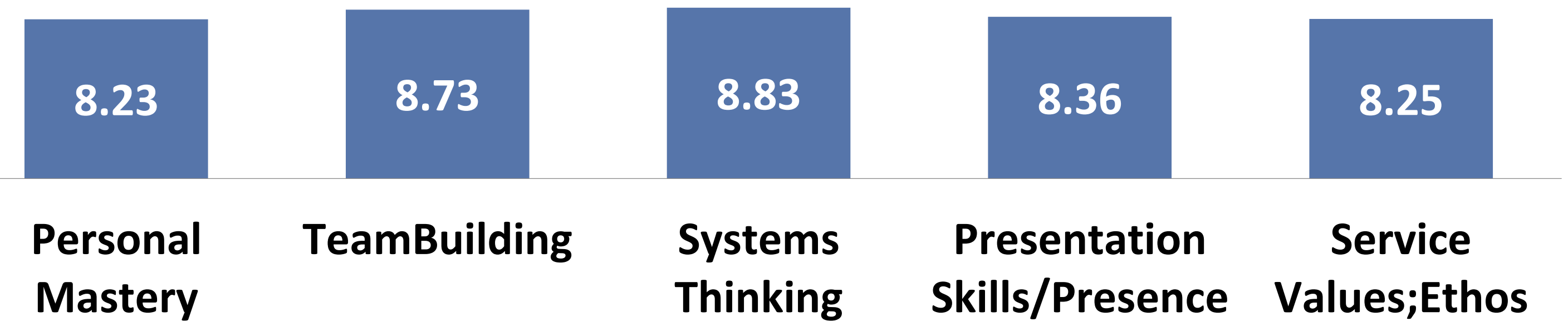
4. Results

Launch of Inaugural SRLP

Month (2017)	Essential Elements of SRLP		
	Face-to-Face Seminars with Network/Dialogue with Senior SingHealth Leaders (Topics)	Performance Improvements Projects	Mentoring Framework
January	Personal Mastery	Group Formation	Engagement Session
February	Teambuilding	Ideation Phase	Match & Assign Mentor
March	Systems Thinking	Progress Phase	Mentor-Mentee relationship starts
April	Presentation Skills/ Presence	Further Developments	
May	Service Values; Ethos	Proposal Submission	
June	-	Final Preparation	
July	Graduation	Presentations	

Feedback on SRLP by CRs

Question: From a scale of 1 to 10, I would rate this seminar (Average response rate = 76%)

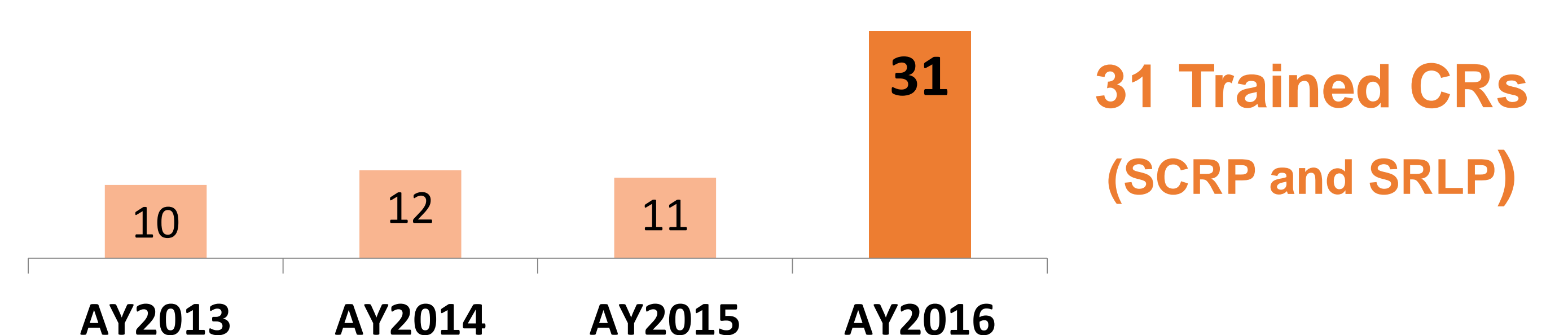


Question: I liked (written comments)

- Personal, down-to-earth interaction with leaders (Systems Thinking)
- Excellent lectures by Prof Ong Biau Chi and Prof Kenneth Kwek (Systems Thinking)
- The opportunity to talk to these migrant workers (Service Values; Ethos)



Increase in Number of Trained CRs



5. Conclusion

The inception of SRLP slated to run annually will see a higher number of CRs being groomed for leadership pipeline and creates a sustainable model of SCRП/SRLP alumni paying it forward.