

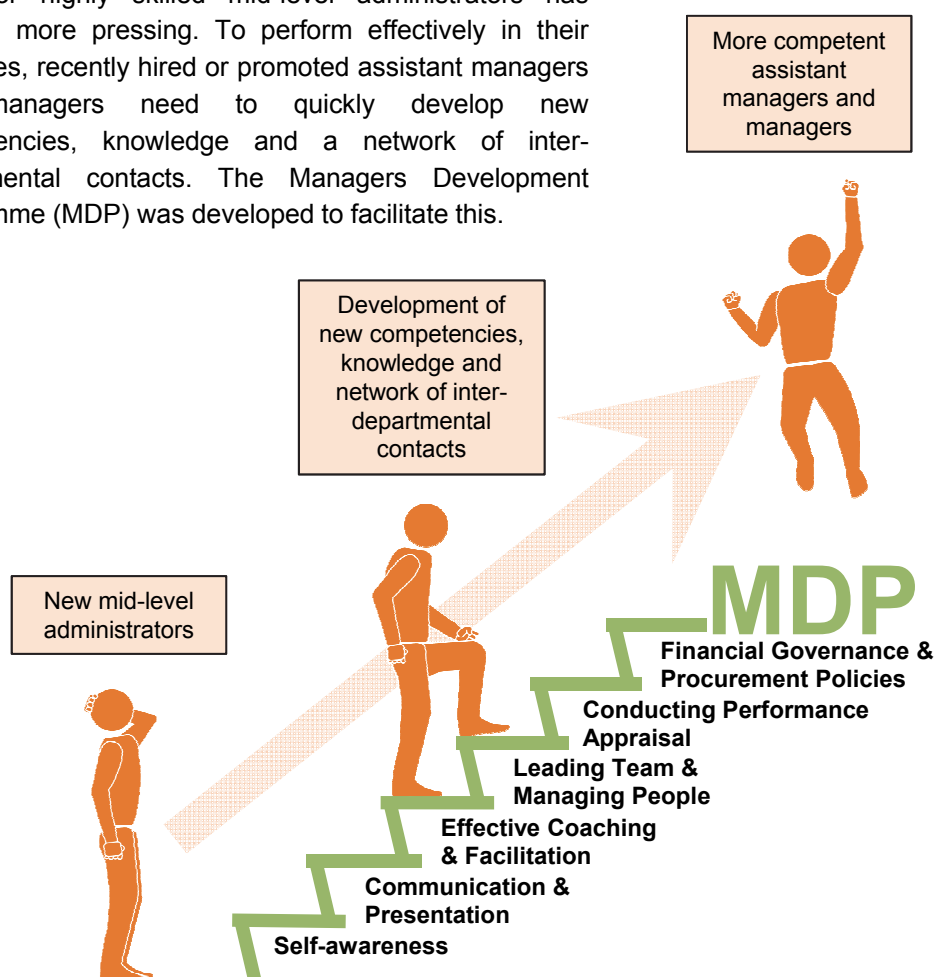
Managers Development Programme

To Develop Core Competencies of Healthcare Administrators

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Aim(s):

As SingHealth progresses in Academic Medicine, the need for highly skilled mid-level administrators has become more pressing. To perform effectively in their new roles, recently hired or promoted assistant managers and managers need to quickly develop new competencies, knowledge and a network of inter-departmental contacts. The Managers Development Programme (MDP) was developed to facilitate this.



Methodology:

The MDP began with the formation of a taskforce assigned to 1) identify the key competency areas that new assistant managers and managers need to develop, and 2) formulate a professional development initiative to help them attain the required competencies. After studying the management- and leadership-related courses and leadership development framework at SingHealth, and surveying a group of recently hired or promoted assistant managers and managers, the taskforce identified six key competency areas: Self-awareness, Communication & Presentation, Effective Coaching & Facilitation, Leading Team & Managing People, Conducting Performance Appraisal and Financial Governance & Procurement Policies. A curriculum to develop these competencies was developed, resulting in a six-module programme known as the MDP.

Result:

The pilot run of the MDP was started at the SingHealth corporate office in January 2014 and scheduled to run over eight months. The 37 participants, recently hired or promoted assistant managers and managers selected by their respective Heads of Department, were split into two groups, each one led by different trainers.

Conclusion:

At the conclusion of the MDP, a comprehensive evaluation will be done. The trainers will be assessed by the taskforce, and feedback on the modules, programme and trainers will be collected from participants. Participants will also be asked to complete a survey to assess their competency levels. If the overall evaluation of the programme is positive, the MDP may be rolled out to the rest of SingHealth.

Mid-level administrators needed to support Academic Medicine

- Taskforce formed to address issue

Identification of key competency areas

- Self-awareness
- Communication & Presentation
- Effective Coaching & Facilitation
- Leading Team & Managing People
- Conducting Performance Appraisal
- Financial Governance & Procurement Policies

Formulation of professional development initiative

- Managers Development Programme
- Targeted at newly hired or recently promoted assistant managers and managers

Pilot run

- January to September 2014
- 37 participants identified by SingHealth Corporate Office Heads of Department
- Separated into two groups

Evaluation

- Assessment by taskforce with feedback from participants
- Depending on results, may be rolled out to more departments/institutions

Preliminary Feedback from MDP Participants

With the skills acquired from MDP thus far, I find myself thinking through the impact that my speech may have on others; my EQ has definitely risen with this course."

Yew Woon Yuet, Office of Strategy Management

"The programme is interactive and fun. I have also gained the confidence to perform the tasks required of a manager."

Jason Poh, Finance

"The MDP has created a springboard for different colleagues from diverse backgrounds to build upon the sharing and learning of each other's experiences."

Hanson Ho, Facilities Development