



## PROBLEM

The National Neuroscience Institute (NNI) is Singapore's national centre for the Neurosciences and a leading specialist centre in the region which attracts a high volume of applications for clinical fellowship. The volume of applications and national requirements have been on a rise over the years. Hence, there was a need to revise the fellowship framework so that Clinical Fellows can commence their fellowship in a timely manner. NNI will also be able to continue attracting suitable candidates to provide clinical care, thereby enhancing the Institution's clinical capabilities.

## ASSESSMENT OF PROBLEM

Using the Ishikawa diagram, multiple factors which led to the problem were identified.

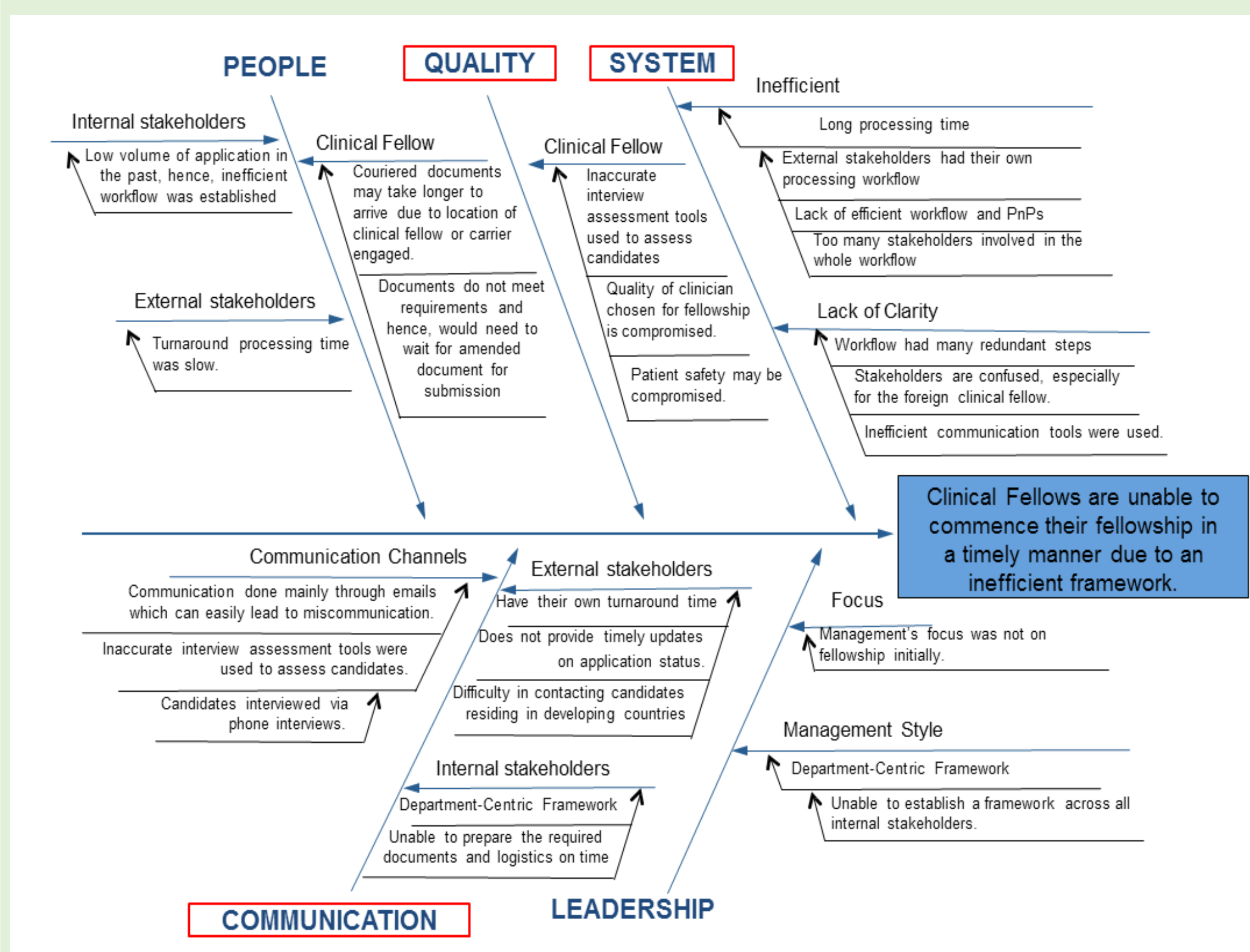


Figure 1: Ishikawa diagram reflecting the potential factors which could have contributed to the weak fellowship framework in NNI.

Further analysis was done using the pareto chart as shown below:

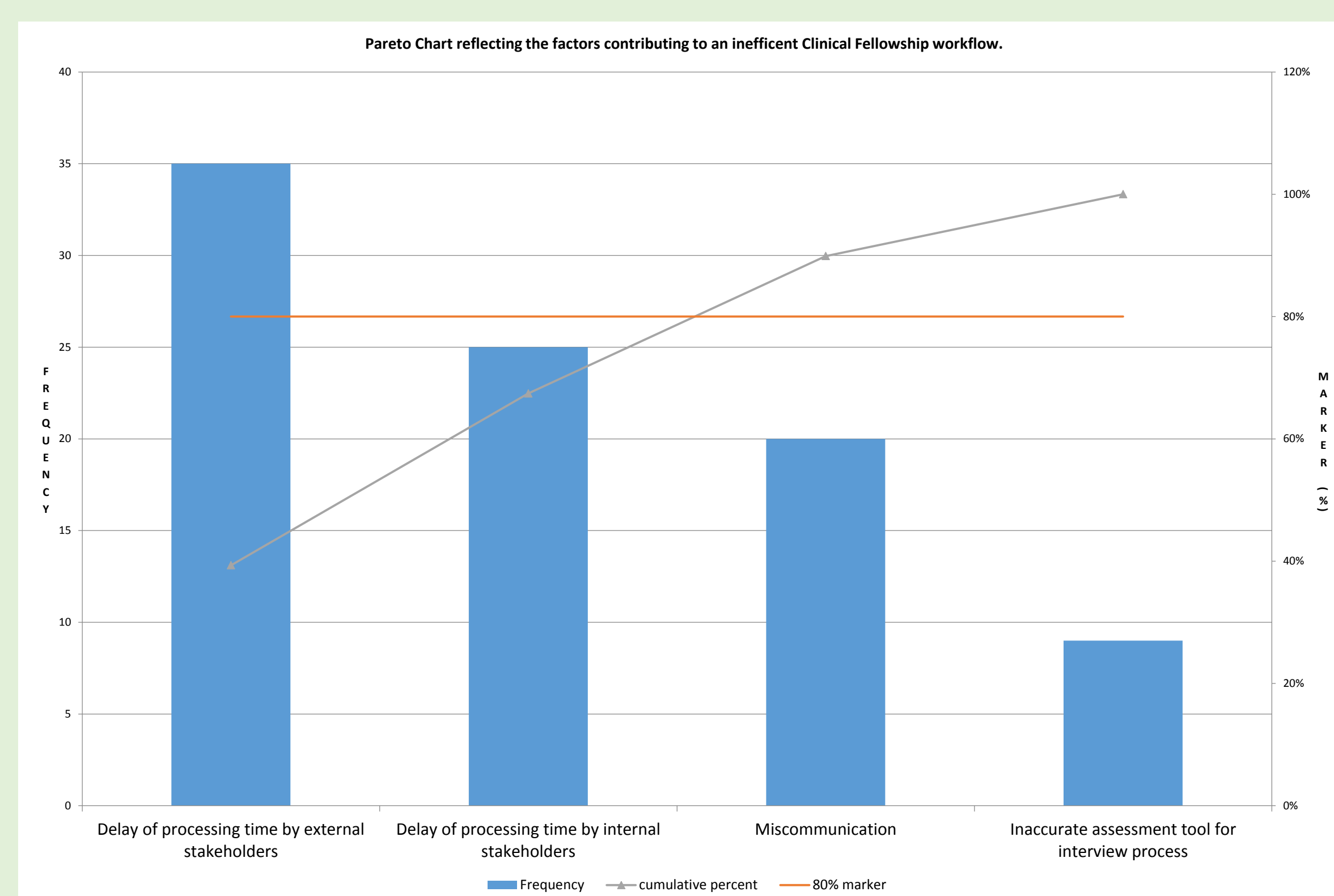


Figure 2: Pareto chart reflecting the main factors which the team has to focus on.

As the delay in processing time from external stakeholders is not within the institution's control, the team agreed to focus on strengthening the internal fellowship framework to minimize processing time. In addition, accurate interview assessment tools were identified for the selection of suitable clinical fellows to enhance NNI's clinical capabilities.

## INTERVENTION

To address the identified main factors, the team undertook the following:

- 1) Revamping the interview process**
  - New interview process broken down into 3 phases – Email, phone and Skype
- 2) Holding a focus group discussion with internal stakeholders**
  - Stakeholders will understand how their role contributes to the workflow
  - Enhance communication.
- 3) Tapping on various communication channels**
  - Clinical fellows will be contacted via email and phone
  - Documents are scanned over for vetting first before they are couriered over.

## RESULTS

The team conducted a survey poll to obtain quantitative results from internal stakeholders on the new implementations:

55.56%

Of respondents strongly agreed that the improved interview assessment process has allowed for the selection of more suitable candidates for the clinical fellowships.

55.56%

Of respondents strongly agreed that comprehensive and specific interview tools were used for the interview process.

62.50%

Of respondents strongly agreed that the improved internal administrative processes and selection of suitable Clinical Fellows has enhanced NNI's clinical capabilities.

## CONCLUSION

- The intervening measures have increased efficiency and reduced time cost for the institution.
- Although Clinical Fellowship is a training programme for young doctors, it is an important channel used to increase the clinical capabilities for the clinician and the training institution.
- By providing quality clinical training, Clinical Fellowships can contribute positively to patient safety both locally and abroad.