



Singapore Healthcare
Management 2015



Singapore
General Hospital
SingHealth

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Background

The implementation of the Central Employment (CE) of Medical Specialists began in phases, starting with the first batch of Specialists embarking on SingHealth employment in April 2013. The CE platform allowed greater collaborations critical for Academic Medicine, multi-disciplinary care and an integrated healthcare delivery system to deliver full-spectrum patient care through a single, interlinked network of physicians.

To provide Medical Specialists on CE with greater flexibility to attend medical conferences and courses to advance their specialty and sub-specialty competencies, the Professional Development Fund (PDF) was introduced to them in January 2014.

A PDF taskforce was then setup within the Singapore General Hospital (SGH) Learning and Career Development (LCD) department and it aimed to support the implementation of PDF to meet the learning needs of these Medical Specialists.

Methodology

1. Environmental scan

The taskforce conducted a cluster-wide survey to collate all SingHealth institutions' training policies. This was done to identify best practices to ensure that Medical Specialists are able to benefit from the enhanced terms of sponsorship under the PDF scheme.

2. Formulate PDF policy and workflows

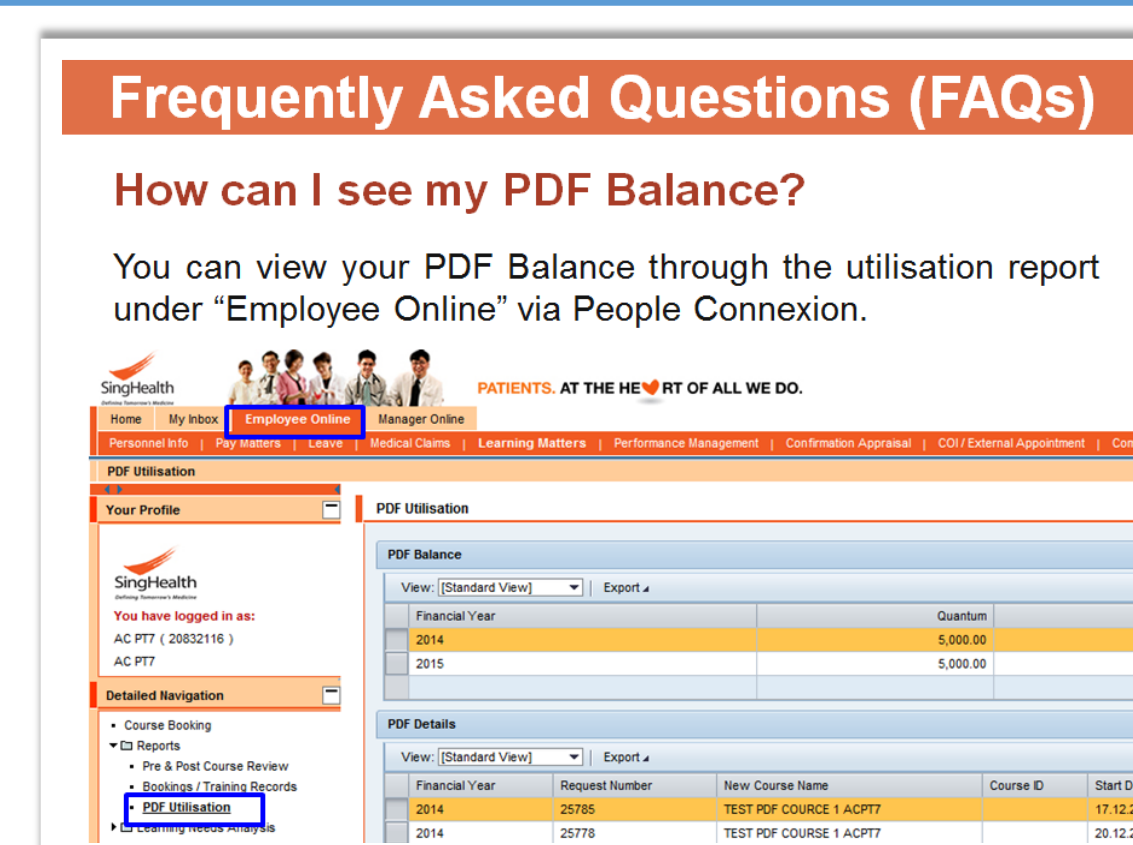
Having identified the best practices, the taskforce used them as benchmarks to formulate the PDF policy. The taskforce also drew up holistic application and approval workflows to meet the different needs of the institutions.

The policy guidelines and workflows were shared during cluster meetings and fine tuned accordingly to the feedback provided.

3. Enhancing the Learning Management System (LMS)

In anticipation of the high volume of medical conferences and courses applications that will be processed through a harmonised online platform, the taskforce initiated several enhancements to the LMS such as:

- ❖ Self-service feature to allow Medical Specialists to check their PDF balances via the system.
- ❖ System triggered sponsorship emails sent to Medical Specialists to notify them of their approved programmes.
- ❖ Backend reports to enable Learning Administrators to view the statuses of the applications submitted.



4. Education and Engagement

To ensure a smooth transition, the taskforce shared on the PDF policy guidelines, workflows and Frequently Asked Questions with the Medical Specialists and Training Coordinators during division and department meetings. The taskforce also created LMS user guides to educate them on the application and approval procedures.

The taskforce also facilitated a team bonding session during the 'Unified Surgical Night' event held on 29 May 2013.



Result

- ✓ The PDF policy was successfully implemented cluster-wide in January 2014 and was fine-tuned subsequently based on the feedback gathered from institutions within SingHealth.
- ✓ The taskforce conducted a total of 12 roadshows for clinical departments.
- ✓ The enhanced LMS was implemented on 1 January 2014 and an estimated 90% of applications were processed via LMS with zero error rate from January 2014 to March 2015.

Conclusion

The taskforce ensured a smooth transition to the PDF system. This benefitted

- 316 Medical Specialists who have utilised their PDF; and
- 537 training places were deployed from January 2014 to March 2015.