

New Funding To Support Strategic Capabilities and Build A Global Academic Medical Centre



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Introduction

SingHealth Duke-NUS Academic Medical Centre (AMC) has progressed tremendously in our Academic Medicine (AM) transformation over the last decade where the main focus was in establishing structures for the Academic Clinical Programmes (ACPs), the Joint Institutes and collaborative AM platforms. An integrated framework has been created to fund ACPs and new programme grants through the AM Philanthropic Funds. However, our urgent priority must also be in building strategic capabilities for the AMC and supporting our faculty, administrators and AM drivers who are leading in our AM initiatives.

To advance our standing as a world-class AMC, we need to establish a stronger AM partnership model between SingHealth and Duke-NUS to tap on each other's capabilities.

Why is there a need for new funding?

Prior to this, funding for capability development resided heavily within the Health System. There were no clear capabilities development framework to support the transformation and advancement of our AMC as all existing initiatives were catered either specifically for the Health System or specifically for the School. **New funding and opportunities for supporting academic development can be leveraged from the AM Partnership between SingHealth and Duke-NUS.**

Aim

Capabilities development is of utmost importance as we advance as a global AMC. Our faculty, medical students and administrators need to have support in their academic development and exposure to best practices globally as we establish a leading AMC here.

To support our aim in enhancing AM sustainability, a concerted effort was done to seek new funding and explore untapped academic expertise and resources from the partnership with Duke-NUS Medical School and its affiliate, Duke University Health System - an established academic medical centre in the United States.

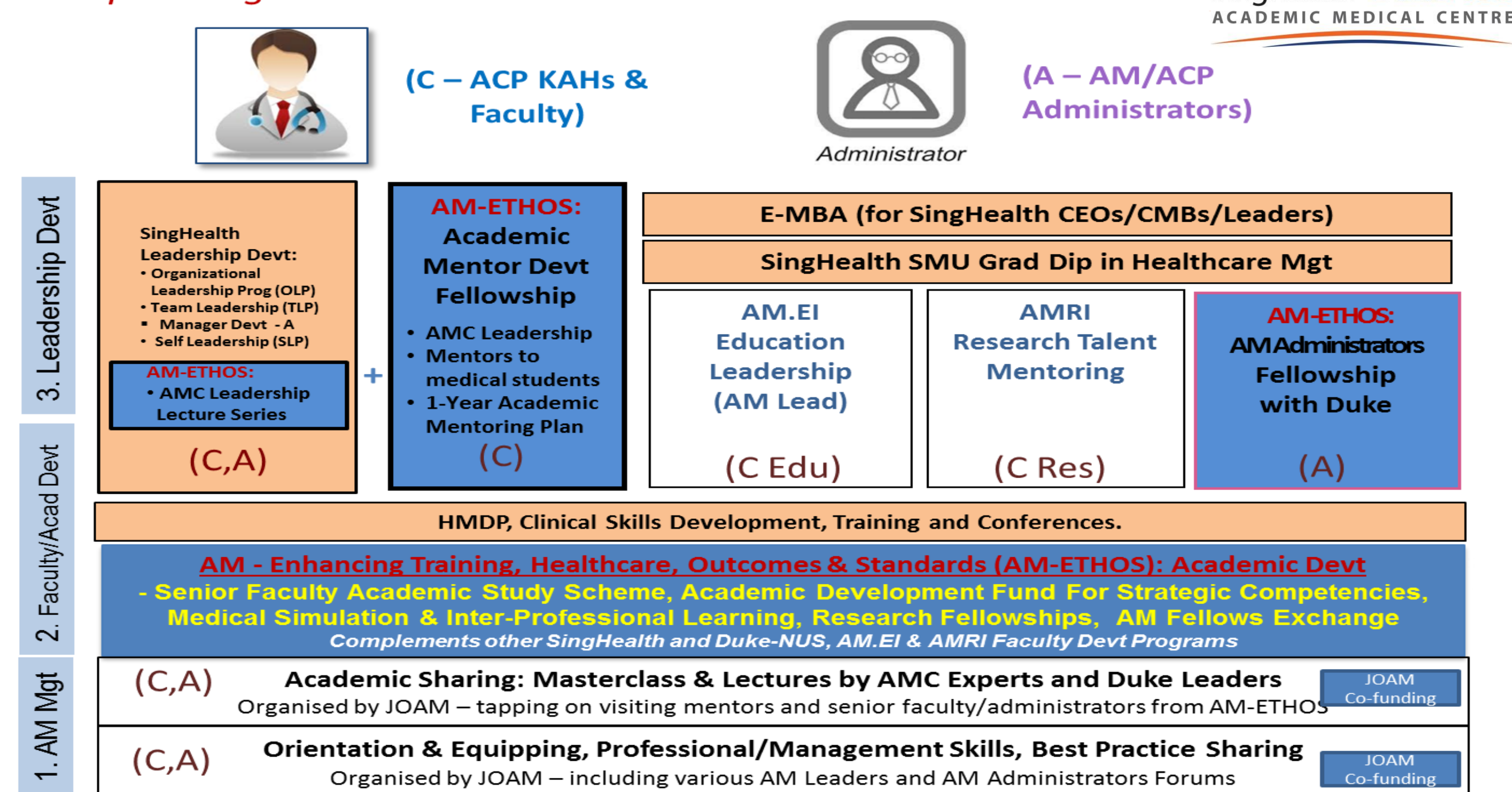
To bring together the strengths of the partnership, the proposal was to develop Academic Medicine – Enhancing Healthcare, Training, Outcomes & Standards (AM-ETHOS). **AM-ETHOS is birthed from our need for new initiatives to support strategic capabilities development for our AMC, and secure new funding to make them possible.**

Method

Developed by the Joint Office of Academic Medicine (Duke-NUS), AM-ETHOS augments existing capabilities development framework, patches the gaps for AM transformation and enable our key AM drivers to take the leap forward in advancing our AMC.

AMC Capabilities Development Framework

Incorporating AM-ETHOS



(i) Review & Mapping

A thorough review of existing initiatives was done before mapping how AM-ETHOS can complement them in an integrated AMC Capabilities Development Framework.

(ii) Sharpening Strategic Focus

To sharpen our focus on key areas of new strategic capabilities, reference was taken from the recommendations by the Academic Medicine Advisory Council (AMAC).

Additionally, the Joint Office of Academic Medicine (Duke-NUS) also engaged Duke Health and Penn Health for their AMC experience and academic expertise.

(iii) Approval and Implementation

Engaging the senior managements of both SingHealth and Duke-NUS was essential to the development of AM-ETHOS and for ensuring its success. The strong endorsement of the AMC leadership and AMAC recommendations was required for the funding approval by the Duke-NUS Governing Board.

There will also be continual engagements with ACPs and Joint Institutes to refine and implement the newly developed AM-ETHOS initiatives.

Results

AM-ETHOS enhances the learning and practice of Medicine through providing world-class AM education, academic leadership development and mentoring, as well as supporting the development and career pathways of Clinician Scientists and Clinician Educators. The priorities and objectives of AM-ETHOS are to:

- Build capacity and capabilities for the SingHealth Duke-NUS AMC.
- Develop good role models and retain excellent academic clinician faculty who can mentor Duke-NUS medical students in their learning and practising Medicine.
- Enhance academic clinical training standards and research culture for Duke-NUS medical students, introduce innovative approaches to improve learning outcomes, foster vibrant academic sharing and support their development in the pursuit of research.

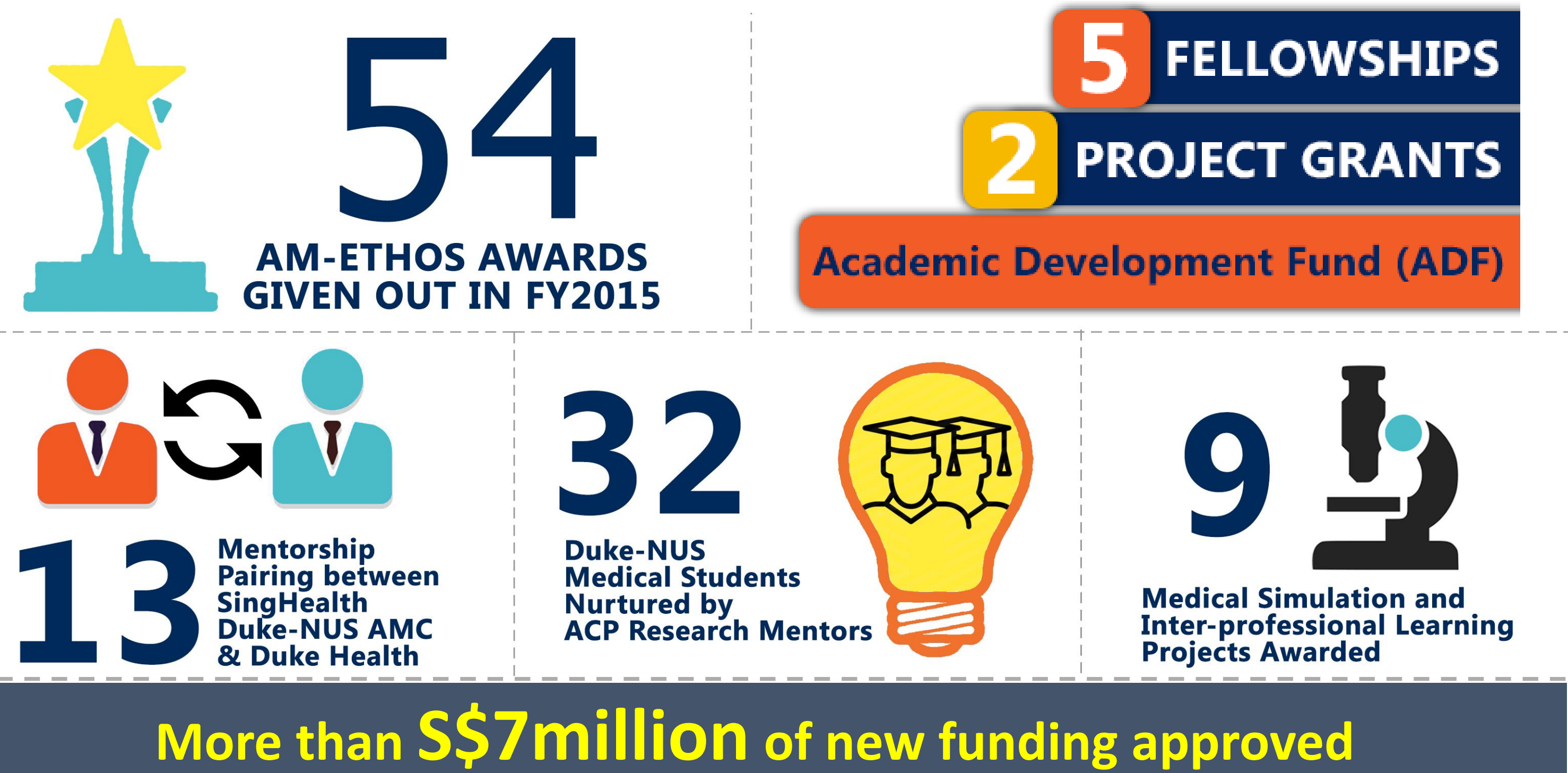
The 8 AM-ETHOS initiatives are:

- Academic Mentor Development Fellowship
- Senior Faculty Academic Study Fellowship
- Academic Medicine Fellows Exchange Programme
- Duke-NUS Medical Student Research Fellowship
- Academic Administrator Fellowship
- Medical Simulation & Inter-professional Learning Project Grants
- Duke-NUS Education Project Grants
- Academic Development Fund (ADF) for Strategic Competencies

5 Fellowships to build AMC leadership and mentorship cultures, enabling a virtuous cycle of leadership and talent pipeline building for AM sustainability.

2 Project Grants to enhance education excellence in our AMC.

→ Twin to the SingHealth Talent Development Fund to support academic development of our faculty.



Conclusion

For the first time, **new funding of more than S\$7million was unlocked** in the form of Duke-NUS Strategic Academic & Research Development Fund to **build strategic competencies for our AMC** with an innovative set of new initiatives under AM-ETHOS. Through the framework of AM-ETHOS, our partnership model with Duke-NUS and Duke Health also enabled us to tap on resources in the form of established AMC experience and academic expertise to further enhance AM sustainability.