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f NHG Education

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New Leadership Appointments for NHG College and NHG Education

National Healthcare Group (NHG) Education would like to congratulate Associate Professor Wong Teck Yee and Dr Faith Chia on their new appointments as Academic Director for NHG College on 1 May 2018, and Designated Institutional Official (DIO) on 1 July 2018, respectively.

In this new role, A/Prof Wong, a Family Physician and Senior Consultant with Continuing and Community Care at Tan Tock Seng Hospital (TTSH), will be responsible for setting the strategic direction for faculty development to support health professions education together with Ms Yvonne Ng, Executive Director, NHG College.

A/Prof Wong, who is also Assistant Dean (Year 4) for Nanyang Technological University Lee Kong Chian School of Medicine, was also appointed Cluster Education Director for NHG Pre-Professional Education earlier this year, succeeding Associate Professor Nicholas Chew.

Dr Chia, a Senior Consultant (Rheumatology, Clinical Immunology

& Allergy) at TTSH, succeeded A/Prof Chew as DIO, and relinquished her appointment as Programme Director of NHG Internal Medicine Residency Programme on 1 July 2018.

A strong advocate for resident well-being, Dr Chia initiated various studies pertaining to resident burnout and has presented her research findings at various internationally renowned conferences, during her time as Programme Director.

“This is an exciting time for NHG College and NHG Education, and I look forward to working with both Teck Yee and Faith to continue to improve the quality of professional development programmes, and health professions education in NHG,” said Ms Yvonne Ng, who is also the Senior Director (Education), NHG.



Leadership Team of NHG Education & College



Think Ahead, Think Again, Think Across

“Transformation requires us to be able to rethink what we do... Have the clarity, and see that over time it accumulates (and) moves to the overall system that we want,” shared invited guest speaker, Professor Neo Boon Siong, Canon Chair Professor of Business from the Nanyang Business School, Nanyang Technological University, at this year’s National Healthcare Group (NHG) Education Expert Programme (EEP), held from 3 to 7 May 2018.

Titled “Thinking Ahead, Thinking Again, Thinking Across for Future Healthcare”, the five-day programme aimed to equip the attendees - comprising healthcare leaders across the various NHG institutions - with frameworks that would help them create value for a forward-looking organisation, critically review NHG’s (or their respective institution’s) current state, and form collaborations across NHG and beyond.

Prof Neo shared that one of the biggest constraints in transformation is the way organisations think,

view and define the problems it faces, citing fear of venturing into uncharted territory as a major deterrent for organisations to try something new, or take the first step in transformation.

“Once you are in an established business, you want to keep it going, you don’t want to jeopardise it.”

“How can we then create an institution that innovates, is agile, and motivates its people to serve with energy, enthusiasm and passion?” he asked.

Prof Neo went on to share the three tenets that form the foundations of the EEP - Thinking Ahead, Thinking Again, and Thinking Across-, serving as a guide for leaders and organisation(s) that intend to embark on organisational transformation.



NHG education leaders try their hand at designing a business model.

Think Ahead

“Thinking ahead is to prepare for the future,” said Prof Neo. “We know [future challenges] will come, which may or may not be in our lifetime, our tenure, but it is our institutional and leadership responsibility to prepare the organisation, so that we continue to survive, and to be successful... there are risks, but that’s what thinking ahead is about.”

He elaborated that the capability to think ahead is about understanding uncertainty in our social, political, technological and economic environments. And to have foresight does not mean being able to predict what is coming, but requires the leader or organisation to have an understanding of what is happening, create policies and contingencies to better prepare the organisation for any unexpected changes.



Prof Neo poses for a group photo with NHG Education leaders after his workshop on “How do we educate the Professional for Tomorrow’s Healthcare?”

Think Again

“Thinking again requires us to challenge the existing practices,” said Prof Neo. “Why must it be that way? Does it make sense? And going forward, why must we do it the way we’ve always done?”

He stressed that challenging the status quo does not mean that it always leads to change, but argues that the process of challenging keeps the organisation sharp on its toes, alert. And the decision to maintain the status quo is conscious and intentional; the result of deliberative thought, and not merely implementing the default. “[And] that’s the critical part,” said Prof Neo.

“Know what is coming, I don’t need to know how big, or how serious it would be... [but] an important response is to start learning what it means, and knowing how to begin to prepare, and as things evolve and become clearer I can invest more.”

Think Across

Prof Neo explained that “thinking across” requires organisation(s) to recognise that complex challenges cannot be solved by a single institution, individual or a set of competences; it requires the cross collaborations between individuals and institutions, tapping on various expertise and knowledge.

Turning to the topic of healthcare, he cited that the management of the patient’s health is a multifaceted problem, which cannot be solved by physicians alone.

“It’s not [just] a medical issue, but also a social issue, financial issue, infrastructure issue, societal value issue...” Prof Neo said. “That is why we need to collaborate, and learn to work across boundaries.”

He added that in order for collaborations to succeed, the “think across” mindset must be manifested in the organisation’s policies, employees and work processes.

Results Take Time

Prof Neo highlighted that as organisational transformation takes time, leaders must be cognisant that results will not be immediate.

“As leaders we need to start knowing that we may not complete [the many strategic long-term issues] during our tenure, and that is the challenge of leadership, many of the big impacts that serve our people well requires multi-generational leadership... and it doesn’t mean that [organisations] cannot start to build, prepare and look for people who can take it deeper, further and make changes along the way so that they’ll fit or suit better with the generation that they are serving,” he concluded.

Educating, Supporting, Caring

**BY INSTITUTE OF MENTAL HEALTH
MEDICAL SOCIAL WORK**

Many individuals living with mental illness depend very much on the care provided by their family and friends to cope with their condition. From helping them with household chores to ensuring that they comply with treatment (e.g. taking medication and going for follow-up appointments), caregivers offer tangible (e.g. financial) and intangible (e.g. emotional) support for their loved ones.

But caring for someone with mental illness is never easy. Family and friends often struggle to manage the symptoms of their loved ones, to the extent that they neglect their own needs while caring for them. Fortunately, research has shown that caregivers are better able to help their loved ones once they receive appropriate training and support for their caregiving role.

For this reason, the Medical Social Work (MSW) department has been actively organising a wide range of psycho-educational programmes targeted to the caregivers of our patients, through group work sessions, workshops and roadshows. Besides equipping them with the knowledge and skills to care

for their loved ones, these programmes seek to psycho-educate them about the importance of self-care, instil hope in the journey of caregiving and also provide a platform for caregivers to build their informal social support networks.

MSW has also stepped up its community outreach efforts by running free monthly Caregivers' Roadshows in Institute of Mental Health (IMH) since August 2017. Open to community partners and the public, the multi-disciplinary mental healthcare professionals comprising psychiatrist, pharmacist, occupational therapist and medical social worker seek to unravel mental illness, describe the treatments and therapies available, explain psychiatric medications and side-



Resources were made available to the participants at the Caregivers' Roadshows.

Talks by Occupational Therapists (pictured), MSWs, Pharmacists and various healthcare professionals are conducted at the monthly Caregivers' roadshow.



effects, provide links to community resources and also share tips on caregivers' self-care.

To reach out to a larger pool of caregivers who may be in need, MSW also plans to conduct the Caregivers' Roadshows in other languages aside from English and Mandarin i.e. Malay and Tamil. Roadshows covering specific topics such as schizophrenia and depression may also be organised to cater to caregivers who wish to have a more in-depth understanding of the condition of their loved ones.



For more information about the Caregivers' Roadshows, please contact IMH Medical Social Work department at 6389-2057/2059 or MSW_Caregiver@imh.com.sg.

Participants who attended the Caregivers' gathering on 10 March 2018 were treated to a free movie screening, nostalgic snacks and traditional games.

Looking for Clarity in Quality



The panel of judges with the Orthopaedic Surgery Residents who attended the event.

The first National Healthcare Group (NHG) Orthopaedic Surgery Residency Quality Day was held at Tan Tock Seng Hospital (TTSH), on 27 April 2018. Organised by the NHG Orthopaedic Surgery Residency, 27 Orthopaedic Surgery residents presented their quality projects to a panel of judges as they vied for the top three prizes.

The panel of judges consisted of Mr Bernard Wong Yih Terng, Manager, NHG Quality Resource Management; Adjunct Associate Professor Lee Keng Thiam, Head of Department & Head of Sports Medicine and Surgery Service, Tan Tock Seng Hospital; Adjunct Associate Professor James Tan, Head of Department (Orthopaedic Surgery), Khoo Teck Puat Hospital (KTPH), and Dr Vaikunthan Rajaratnam, Senior Consultant (Orthopaedic Surgery), KTPH.

“The idea for quality day is for us to turn the limelight on our residents, evaluate the work [research] that they are doing, and have the judging panel provide feedback,” said Adjunct Associate Professor Ernest Kwek, Programme Director, NHG Orthopaedic Surgery Residency, who inaugurated the event.

He also added that the objective of Quality Day is to encourage residents to embark on quality projects that would address and improve Orthopaedic-related challenges such as work processes, practice gaps, etc.

Mr Wong who gave a talk at the event said: “Finding a situation where everybody wins is key, it is not about individual results, but it’s about optimising the system which you are in, in a situation where everybody wins.”

He cautioned that often times staff tends to focus on the problem without clarity. Mr Wong explained that the formation of the “mission statement” [quality project statement], requires both evidence-based data and clarity of the problem. “Solving the problem is not the tough part, the difficulty is to find clarity.”



First prize winner Dr Tan Yijia Bryan during his presentation.

From left: Judges Dr Vaikunthan > Rajaratnam, Associate Professor James Tan, Mr Bernard Wong Yih Terng, and Adjunct Associate Professor Lee Keng Thiam assessed the 27 presentations



Fellow judge A/Prof Lee concurred, saying: “Most times, we all think of a solution to ‘something’, we don’t understand what we actually want to achieve... to solve the problem, you need to know what you want to achieve; you think of all the problems and start to tackle one by one.”

Dr Rajaratnam added: “It is not difficult to do a CPIP (Clinical Practice Improvement Programme) project, and if you can’t obtain improvements to your work processes, means you are not reflective in your practice.”

“Just start on a project, regardless of where you are... these projects are intended for you to become better clinicians,” said Mr Wong. “And at the end of the journey, you realise that patient care is better, because of the little small things you can do within the system, and it’s very worthwhile doing.”

He explained that it is the thought process and learning that is important rather than the end product. “And as the future leaders in healthcare, this is the absolute knowledge you must have,” concluded Mr Wong.

Winners from the 2018 NHG Orthopaedic Surgery Residency Quality Day

- 1st prize – Dr Tan Yijia Bryan
- 2nd prize – Dr Ding Tze Keong Benjamin
- 3rd prize – Dr Hap Xing Fu Daniel

Coming to a HaPEE End



A Chinese calligraphy scroll was presented to (from left) Drs Alex Johnson and Susan Farrell by Associate Professor Wong Teck Yee.

On 20 April, 50 health professionals from National Healthcare Group (NHG) and Singapore Health Services (SingHealth) graduated from the final run of NHG's signature faculty development programme—"Health Professions Educators' Essentials" (HaPEE).

Organised by NHG College since 2008, HaPEE comprises four modules that are constructed around themes of teaching, learning, interprofessional education and a scholarly approach to health professions education. The programme draws expertise and faculty members from NHG and Harvard Macy Institute (HMI).

In the fourth and last module that spanned 4.5 days, HMI facilitators Drs Susan Farrell and Alex Johnson, along with the support from local faculty, brought the participants and faculty through the principles and behaviours of effective leadership for promoting health professions education initiatives including analysing relevant organisational structures, negotiation, relationship building and strategies for change management.

Participants also learnt about the various professional development aspects of education scholarship such as writing skills for scholarly publication, and building educator portfolio(s).

One of the highlights for the module was the sharing session by esteemed education leaders, namely, Professor Pang Weng Sun, Deputy Group



Invited education leaders Professor Pang Weng Sun (left) and Professor Lim Shih-Hui sharing their inspiring stories, experiences and insights about change management.

Chief Executive Officer (Population Health) of NHG, and Professor Lim Shin-Hui, Senior Associate Dean, Department of Academic Development, Office of Academic and Clinical Development of Duke-NUS Medical School. Their inspiring stories, experiences and insights about change management, and leading teams at different stages of their careers, fittingly wrapped up the final segment of the module.

As HaPEE drew to a close, a Chinese calligraphy scroll was presented to the HMI faculty by Associate Professor Wong Teck Yee, Academic Director of NHG College, to celebrate and commemorate the decade of friendship and collaboration in fostering educators and teachers at NHG.