

# SINGHEALTH DUKE-NUS EDUCATION CONFERENCE 2019

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## DEVELOPING ACADEMIC CULTURE AMONG DIVISION OF MEDICINE (DOM) ADMINISTRATORS

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### Background & Aims

In Y2015, DOM administrative team undergone a restructuring exercise and engaged new hires, under the Clinical Services & Improvement (CSI) Office. The team made up of 2 Managers, 7 Executives and 4 Admin Assistants (AA). The admin team was relatively young and inexperienced.

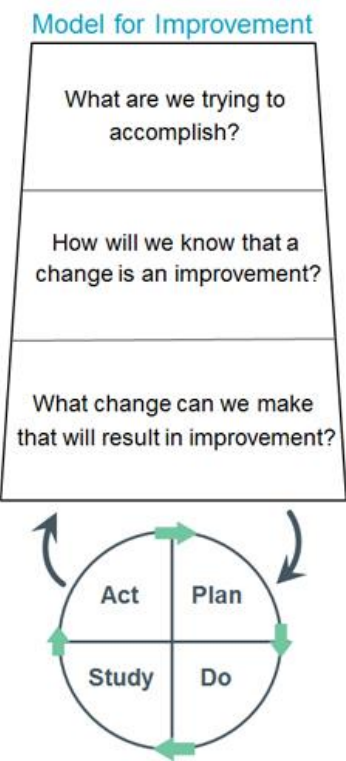
Clinical Operations	Quality Improvement (QI)
Data Analysis	Knowledge & Tools
Systems & Workflows	Framework & Governance
Project Management	Talent Development#

- # Developing talents to scope, coach, teach and perform projects surveillance.
- These emerging needs necessitate the upskilling of the DOM admin team on multiple fronts and a learning programme is required. The key aims of this programme include:
- 1. Team Learning Culture:** Sharing of completed projects and good practices internally as part of peer learning and to establish best practices.
  - 2. Personalised Content Delivery:** Managers create contextualised teaching content and arrange external trainers or experts to teach & share on specific topics.
  - 3. Active Application of Concepts:** Team members will be given opportunities to apply learned concepts through team meeting, assignments or projects.

### Planning & Design

Based on the Model for Improvement, developed by Institute for Healthcare Improvement (IHI), the Managers aligned the aims with the model and developed measures to assess effectiveness of the planned interventions.

- What are we trying to accomplish?**
- To develop learning plans for DOM administrators to be proficient in operations and QI matters.
  - To build internal QI capabilities to create and support the improvement framework in DOM and Medicine ACP.
- How will we know that a change is an improvement?**
- Active and constructive contributions at work either through designing new practices or assuming more complex roles at work.
  - Achieving awards and accolades.
- What change can we make that will result in improvement?**
- Minimal and step-wise approach, for buy-in.
  - Tying of concepts and work together for relevance.
  - Mix of didactic and experiential learning and then application of knowledge.
  - Team learning is advocated to create collective wisdom.



### Implementation

Y2016	Y2017	Y2018	Y2019																																																						
<p>CSI Department Ops Team comprising 1 Manager and 5 Executives initiated <b>Monthly Rotational Team Sharing</b> to cross learn on projects and topics of interest.</p> <p>Manager initiated <b>Team Learning Articles (Email)</b> to broaden exposure of the team by sharing ideas and thoughts on a diverse range of topics relating to healthcare, such as IT, operations, personal development and QI to facilitate work requirements.</p> <p><b>DOM CSI Team Learning Schedule</b></p> <table border="1"> <thead> <tr> <th>Year</th> <th>Day</th> <th>Month</th> <th>Presenter</th> <th>Topic</th> </tr> </thead> <tbody> <tr><td>2016</td><td>17</td><td>Jan</td><td>Ratna</td><td>Future Health Conference 2017</td></tr> <tr><td>21</td><td>Feb</td><td>Bi Huan</td><td>Sharing on Pharmacy Attachment Programme</td></tr> <tr><td>21</td><td>Mar</td><td>Daniel</td><td>Clinical Handover Project</td></tr> <tr><td>18</td><td>Apr</td><td>Gary</td><td>Healthcare Costs and Financing in Singapore</td></tr> <tr><td>16</td><td>May</td><td>Yi Lin</td><td>Medical Intensive Care Unit (MICU)</td></tr> <tr><td>20</td><td>Jun</td><td>Fiona</td><td>Division of Medicine QI Portal</td></tr> <tr><td>24</td><td>Jul</td><td>Gary</td><td>Hong Kong Hospital Authority Convention 2018</td></tr> <tr><td>15</td><td>Aug</td><td>Bellinda</td><td>Neurological Injury in Healthcare</td></tr> <tr><td>19</td><td>Sep</td><td>Ratna</td><td>Renal Telepharmacy with NKF</td></tr> <tr><td>17</td><td>Oct</td><td>Wee May</td><td>Inpatient Glucose Management (IGM)</td></tr> <tr><td>21</td><td>Nov</td><td>Grace</td><td>RHI Malignancy Workshop Service</td></tr> <tr><td>19</td><td>Dec</td><td>Yi Lin</td><td>Pneumonia VDO</td></tr> </tbody> </table> <p>Monthly Rotational Team Learning Schedule – Y2018</p>	Year	Day	Month	Presenter	Topic	2016	17	Jan	Ratna	Future Health Conference 2017	21	Feb	Bi Huan	Sharing on Pharmacy Attachment Programme	21	Mar	Daniel	Clinical Handover Project	18	Apr	Gary	Healthcare Costs and Financing in Singapore	16	May	Yi Lin	Medical Intensive Care Unit (MICU)	20	Jun	Fiona	Division of Medicine QI Portal	24	Jul	Gary	Hong Kong Hospital Authority Convention 2018	15	Aug	Bellinda	Neurological Injury in Healthcare	19	Sep	Ratna	Renal Telepharmacy with NKF	17	Oct	Wee May	Inpatient Glucose Management (IGM)	21	Nov	Grace	RHI Malignancy Workshop Service	19	Dec	Yi Lin	Pneumonia VDO	<p>CSI Division Ops Team was merged with Department Ops Team, with team expansion to 2 Managers and 7 Executives. <b>Integrated Team Sharing</b> took place in similar format.</p> <p>Emerging needs in QI called for a review in learning curriculum and delivery approach. The plan was to create 2 learning platforms – (1) continue team sharing and (2) <b>create new QI Clinic</b>, to allow administrators to learn QI admin processes and apply QI knowledge.</p> <p><b>ISS Sharing by New EM Building Commissioning Secretariat</b></p>	<p><b>QI Clinic</b> involved both CSI Executives and Admin Assistants which required them to be paired and review QI articles. The team would prepare a presentation to the team for sharing of learned concepts and conduct an informal quiz. This format aims to <b>promote collective learning and knowledge acquisition in a safe environment.</b></p> <p>For greater exposure to other facets of hospital operations, the <b>Invited Speaker Series (ISS)</b> was aimed to bring in external hospital colleagues to share their department functions and potential collaborations.</p> <p><b>Customised (External) Teaching</b> was arranged to improve team's management skills in projects and assignments for impact.</p>	<p>With QI gaining traction, the Managers decided to roll out a separate learning track for the <b>Education Administrators, comprising Undergraduate and Residency admin staff</b>. Proficiency in QI knowledge improves programme administration, as QI forms part of Residency requirements as well.</p> <p>The Division and Department Ops team to be appointed as part of <b>Med ACP QI Faculty to scope and certify Residency QI Projects</b> from Y2020. The aim is to develop them into coaching &amp; teaching roles for Med ACP Residents.</p> <p><b>Facilitation and Group Management Techniques Workshop – Oct 2018</b></p>
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### Results

From Y2016 till Jul 2019, the DOM administrators have performed remarkably well in the implementation of projects and administration of QI within DOM. The results are promising and evident in the following areas:

<b>17</b> Accepted Posters – Local Conferences	<b>2</b> Published Medical Journals as Co-Authors	<b>1</b> Poster Award at SHM Congress 2019
<b>3</b> Accepted Posters – International Conferences	<b>2</b> Gold Awards at IQC* Assessment 2019	<b>14</b> QI Projects with DOM Admin Staff Involvement

\*Innovation & Quality Circles

### Conclusion

The overall learning plan designed by the Managers has been effective in creating an Academic culture among DOM administrators through a virtuous cycle of learning, exposure, application and reflection.

Managers have seen visible improvement in the team's contribution in terms of quality and impact to work environment. Academic achievements and pipeline progress have been very promising till date.

Attaining awards and co-authoring journal publications are measures to demonstrate that team members are going beyond work proficiency, to achieve work excellence.

The Managers will continue to employ another round of PDSA cycle, to review the current process for further improvement to the learning curriculum and step-up engagements for deeper team learning to actualise.