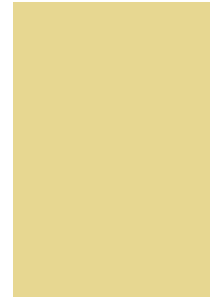


# A Bird's Eye View of Healthcare

Text by SCRP Cohort 1 (2013 - 2014) and A/Prof Arpana R Vidyarthi  
Photos by MOH Holdings Pte Ltd



**Clockwise, from top left**

Singapore Chief Residency Programme (SCRCP) Cohort 1 and faculty members at Outward Bound Singapore (OBS)

The pioneer SCRCP batch bonding through experiential outdoor activities at OBS

A/Prof Aymeric Lim, Dean of the Healthcare Leadership College, inducting the inaugural SCRCP cohort

SCRCP participants at a leadership dinner dialogue with Permanent Secretary (Health) Mrs Tan Ching Yee and then Director of Medical Services Prof K Satku

*“SCRCP isn’t implementing another component of residency from the American system. It is a comprehensive programme preparing young doctors to meet Singapore’s needs. It is unique in the world, just as Singapore is also unique in the world.”*

*– A/Prof Arpana R Vidyarthi*



Learning about the challenges of the underprivileged through activities at HealthServe

**THE SINGAPORE** Chief Residency Programme (SCRP) is a one-year national programme that aims to equip selected doctors in training (DITs) with leadership, teaching, management, and policy competencies while nurturing a public service ethos and camaraderie that transcends healthcare clusters. It was designed to prepare future physician leaders to meet the challenges of Singapore's rapidly changing medical education landscape.

With three medical schools and two types of training accreditation programmes (basic specialty training/advanced specialty training and residency), the complexity of educating Singapore's future doctors has never been greater. Public hospitals still serve as training grounds for all local doctors, and faculty work tirelessly not only to deliver exemplary patient care, but also to teach medical students and trainees. Working in such a challenging environment has proven to be overwhelming for some, who moved to the private sector as a result, leaving a relative gap of consultant-level faculty members across the island. In addition, as the public healthcare system is divided into regional clusters, physicians now learn and practise in just one hospital system, and may not be exposed to other systems and their doctors. The need for physician leadership is therefore paramount in Singapore. Young doctors must be prepared to practise, teach and work with individuals across clusters. They must also have insight into the healthcare system, and find meaning and satisfaction in serving the public. SCRCP, launched on 3 August 2013, aims to meet these needs.

The programme was designed collaboratively, with input from physicians and trainees from each sponsoring institution local healthcare leaders, and experts in medical education and management. Organised by the MOH Holdings Healthcare Leadership College, SCRCP strives to equip participants with the right skill set to do the following:

- Lead, educate, manage, and think through a systems lens to meet organisational needs;
- Develop and strengthen their individual capacities through experimentation, reflection, feedback, and mentoring;
- Collaborate effectively within and across organisations; and
- Take on key clinical, administrative, and educational leadership roles within their organisations upon exiting their training programmes.

### Learning the ropes of leadership

The 21 DITs (senior residents and registrars) from three sponsoring institutions were selected to participate in the inaugural year of this programme. They worked together in teams for activities such as crawling through tunnels at Outward Bound Singapore. During quarterly seminars, these young doctors met a variety of healthcare leaders, and engaged in active learning experiences on topics like servant leadership, and Singapore healthcare policy and law.

They met regularly with Permanent Secretary (Health) Mrs Tan Ching Yee and senior healthcare leaders to give feedback from the ground and gain understanding of healthcare policy decisions. They also worked with mentors from their hospital system who have received training through SCRP to assist with their growth and development, and launch an improvement project within their divisions.

These 21 DITs also spent a day serving and learning from the community with HealthServe, a non-profit community development organisation dedicated to serving the interests of disadvantaged and poor migrant workers in the local community. After a morning spent on learning about public health perspectives and the health implications of poverty from SCRP faculty and HealthServe staff, the SCRP participants conducted home visits to needy Singaporean

families, bringing them much needed materials, and delivering health education to them.

So how was the experience like for these 21 participants? Here is what one of them said: "SCRP has given me the opportunity to see the entire Singapore healthcare system from a different perspective. Rather than just grouse about the obstacles or red tape I face in daily work, I now appreciate and understand the basis for many of our healthcare policies. I have made new friends and fostered valuable networks across clusters in the process."

The 21 SCRP participants were thrilled to be the pioneering graduates of this programme, and they look forward to working with participants of the SCRP Cohort 2. ■

### Profiles of SCRP Cohort 1 (A/Prof Arpana R Vidyarthi, Director, SCRP)

Dr Kelvin Kuan	Registrar, Department of Accident & Emergency, Changi General Hospital
Dr Yao Feng Yuan	Registrar, Community Psychiatry, Institute of Mental Health
Dr Cristelle Chow	Registrar, Department of Paediatric Medicine, KK Women's and Children's Hospital
Dr Liaw Chen Mei	Registrar, Anaesthesia, Khoo Teck Puat Hospital
Dr Low Kang Yih	Family Physician, National Healthcare Group Polyclinics
Dr Nesaretnam Kumarakulasinghe	Senior Resident, Department of Haematology-Oncology, National University Cancer Institute Singapore (NCIS), National University Health System (NUHS)
Dr Raj Kumar Menon	Registrar, Department of Surgery, University Surgical Cluster, NUHS
Dr Mark Dhinesh Muthiah	Senior Resident, Division of Gastroenterology & Hepatology, University Medicine Cluster, NUHS
Dr Ooi Pei Ling	Registrar, Paediatrics, National University Hospital
Dr Samuel Ow	Registrar, Department of Haematology-Oncology, NCIS, NUHS
Dr Anandan Gerard Thiagarajah	Family Physician, Medical, SingHealth Polyclinics (Queenstown)
Dr Chan Ching Yee	Resident, Otolaryngology, SingHealth
Dr Mark Cheah	Chief Resident (2013 - 2014), Internal Medicine, SingHealth
Dr Leong Bao Yu Geraldine	Resident, Emergency Medicine, SingHealth
Dr Tan Jian Hong Winson	Resident, Department of General Surgery, SingHealth
Dr Mavis Teo Miqi	Resident, Anaesthesiology, SingHealth
Dr Thay Yu Jia	Resident, Anaesthesiology, SingHealth
Dr Jonathan Yap	Chief Resident (2012 - 2013), Internal Medicine/Senior Resident, Cardiology, SingHealth
Dr Anand Pillai	R2 Resident, Department of Orthopaedic Surgery, Tan Tock Seng Hospital (TTSH)
Dr Tan Yia Swam	Registrar, General Surgery, TTSH
Dr Tan Zie Hean Endean	Registrar, General Medicine, TTSH Deputy Chief Medical Information Officer, TTSH