

Insights into Organisational Excellence

By Sarah Lim

Leading and Managing Healthcare Organizations, a course jointly organised by SPRING Singapore, SMA and National University of Singapore (NUS), was held at the Mochtar Riady Building, NUS Business School, on 7, 14 and 21 October 2011. Targeted at senior management, business owners and medical professionals in the healthcare industries, the three full-day course covered a wide range of topics, including financial analysis, resource management and strategic planning for market development. With a balanced combination of lectures, small group discussions and case studies, the course was both informative and practical, affording plenty of opportunities for interaction among the participants and faculty.

On the first day, Mr Nigel Yeung, Director of Executive Education, NUS Business School, Ms Tong Shuh Lan, Director of Business Leadership, SPRING Singapore, and Dr Chong Yeh Woei, President of SMA, kickstarted the course by delivering the opening address. A/Prof Ho Yew Kee, Associate Professor of Finance and Accounting, NUS Business School, then proceeded to give an enlightening lecture on understanding financial statements, financial planning, capital investment analysis and growing through mergers and acquisitions. A/Prof Ho's engaging delivery sparked off lively discussions from the floor. The first day ended with an informal networking session at The Ridge Bar, located in the Kent Ridge Guild House nearby.

The lecture on the second day was delivered by Dr Jeremy Lim, Vice President of Special Projects, Fortis Healthcare International. Covering topics such as healthcare operational management and resource optimisation, it was equally engaging and practical. The small group discussions on case studies further reinforced the learning points for the participants.

For the final lecture on the last day, A/Prof Phua Kai Hong, Associate Professor, Lee Kuan Yew School of Public Policy, gave a comprehensive overview of the regional trends and emerging issues in the healthcare industry, healthcare policies and government regulations. A/Prof Phua's invited guests, Mr Alan Yeo from Thomson Medical Centre and Dr Wei Siang Yu from Borderless Healthcare Group, shared their anecdotes and personal experiences of market development and new healthcare business models in Asia.

There were also lunch talks on emerging business partnerships and risks within the healthcare industry and quality management in healthcare, conducted by Mr Murali Gangadharan from PricewaterhouseCoopers LLP and Dr Paul Chang from Joint Commission International (Asia-Pacific) on the second and third days, respectively.

All in all, the participants enjoyed the course immensely, and found it extremely beneficial to their respective lines of work. **SMA**

What the participants felt about the course and

“Interesting topics and great faculty who provided good insights into healthcare from a broader perspective.”

“Course is well scheduled and paced, providing a good overview of relevant healthcare management skills and values for administrators.”

“Good to have the three sessions set on three different dates and over three weeks. Participants' contributions encouraged this interactive approach. Topics relevant to enhance my job as a nursing administrator.”

“Course was very informative and useful. Perhaps more coverage of real business experiences and examples would have been useful. Overall very good. Thank you.”



Course participants and faculty

Fourth row, L to R: Jeffrey Yam, Dr Chong Yeh Woei, Dr Cheong Hong Fai, Dr James Tan and Dr Chong Chin Kwang
Third row, L to R: Kelvin Ngoh, Dr Wong Sin Yew, Dr Yeo Khee Quan, Dr Andrew Chin and Lewis Ng
Second row, L to R: Gracie Mak, Elizabeth Cowle, Dr Ow Chien Koon and Dr Lim Kim Show
Front row, L to R: Liana Christou, Siska Hernando, Florence Soh, A/Prof Phua Kai Hong, A/Prof Ho Yew Kee, Rosemary Lau, Kelly Yong and Helen Mah

their suggestions for improvement...

“**M**ore time for cost and financial skills. Most of us may not have knowledge about reading a financial report so it will be good to be trained in it.”

“**G**ood, can afford to be longer than three days. More talks by local healthcare players to share their experiences, e.g., talk by Mr Alan Yeo was very useful as he provided many real life experiences.”

“**C**over more advanced topics or subjects. E.g., the future of Medicine – not how the region is trying to catch up with Singapore, but how Singapore can grow to be a world leader in healthcare, and not just regionally.”