



Yong Loo Lin
School of Medicine

HEALTHCARE LEADERSHIP



Overview

Strengthening Healthcare Organisations with Quality Leadership Development.

The biggest healthcare challenge of our time – the COVID-19 pandemic – has shown the world the crucial and invaluable role of healthcare and is one of the catalysts for the clinical, financial, and operational transformation of the healthcare industry (Deloitte, 2022).

Effective leadership will be crucial in shaping organisational culture and driving the implementation of transformations in the healthcare industry. Healthcare leaders must capitalise on the organisation's diversity to efficiently utilise resources, design effective processes, and encourage personnel to work towards common goals.

Curated with a strong emphasis on real-world relevance to meet rapidly evolving industry needs and trends, the **Healthcare Leadership** programme offered by the National University of Singapore Yong Loo Lin School of Medicine will develop you as a Whole Leader: Starting from a personal perspective—your traits, created identity, and what leadership means to you—and expanding to explore the competencies and skills required to build and lead a team, and how to identify where the true power and influence of the organisation lie to navigate barriers to change and growth.

12%

Asia's healthcare market could more than double from 2017 to 2024, with 12% average annual growth rate compared to 5% growth pace projected for the global healthcare market.

Source - LinkedIn, 2021



Who Is This Programme For?

The programme is designed for healthcare professionals who want to improve their leadership skills. It is particularly applicable to General Management, Business Development, and Operations functions across Healthcare industries such as Hospital & Healthcare, Health Wellness & Fitness, Pharmaceuticals, and Mental Healthcare.

The programme is designed for mid to senior healthcare professionals who want to:



Understand the general concept of effective leadership, change management, decision making and best practices



Learn effective communication strategies that can build trust with healthcare stakeholders



Invest in personal development, including communication skills, coaching, mentoring, negotiation, and motivation theory

4.5%

Today, governments in Asia, on average, spend only 4.5 percent of GDP on healthcare, compared with the OECD average of 12 percent.

Source -McKinsey, 2021



Modules

The programme comprises of 8 modules covering all aspects of leadership in the healthcare industry, allowing existing and aspiring healthcare leaders to transform their teams and organisation.

Module 1:
Leadership Transformation in Healthcare: Dimensions, Behaviours and Competencies

Understand the uniqueness of leadership in healthcare, the difference between leading and managing, and personal leadership using the 360° Tool.

Module 2:
Skillful Communication in Healthcare: Why Does it Matter?

Understand the fundamentals of Effective Communication and the use of verbal and non-verbal communication. Learn how to structure messages for clarity and flow, and how to apply Ethos, Pathos, and Logos.

Module 3:
Making Better Decisions in Healthcare: Frameworks and Strategies

Learn to analyse decision options by linking individual actions with systems impact and examining the execution of decisions.

Module 4:
Influencing, Persuading and Exercising Power: Tactics for Healthcare Leaders

Understand the origins of power, and practice influencing without authority and using leverage for greater influence.

Module 5:
Managing Conflict in Healthcare Organisations: Approaches and Models

Understand different conflict styles and reflect on whether conflicts are necessarily bad.

Module 6:
Building Effective Teams in Evolving Healthcare Setup: Challenges and Opportunities

Learn to improve team functioning through design and structure, as well as sustain team performance and learning. Build teamwork with cultural intelligence by embracing diversity and inclusion.

Module 7:
Leading Healthcare Talent: Advancing Performance with Constructive Feedback and Coaching

Analyse the effects of professional training and identity by developing and coaching, giving feedback, and managing performance.

Module 8:
Engaging Stakeholders in Healthcare Setup: Collaboration for Change

Understanding stakeholders and their perspectives via stakeholder engagement, stakeholder mapping, and fostering trust to implement change together.

Programme Highlights

The guidance of forward-thinking experts with decades of leadership and coaching experience will provide fresh perspectives in challenging areas, from decision-making and teamwork to understanding the social networks that connect organisations and how to leverage them.

You will emerge as a leader with strong conceptual knowledge, practical skills, actionable strategies, and innovative ideas that you can apply immediately in your organisation.



Comprehensive programme design, covering all the 3 core pillars of Leadership in Healthcare:

- a. Overarching concepts of personal leaderships traits
- b. Team dynamics
- c. Organisational building



Asynchronous learning via video lectures



Use of 3 case studies and 16 real-world examples for applications of conceptual frameworks



Intensive learning via 45 assignments and 11 frameworks



Live Session with Faculty



1 Leadership Tool



Opportunity to connect with healthcare professionals/leaders across the global and healthcare value chain

Programme Goals

- Recognise and apply skilful communication in healthcare setup
- Explain the key traits of a leader and their significance in achieving business success in a healthcare environment
- Develop strategies to engage with stakeholders in the fast-evolving healthcare environment effectively
- Examine challenges and opportunities for healthcare leaders to build effective teams in evolving healthcare setup
- Develop constructive feedback and coaching strategies to manage healthcare talent
- Apply conflict management approaches for handling negotiations in healthcare setup/organisations
- Evaluate frameworks and strategies to make better decisions in healthcare organisations



Faculty



Associate Professor Chia Wah Yin, Audrey

**NUS Business School & Yong Loo Lin School of Medicine
National University of Singapore**

Professor Chia is an Associate Professor at the National University of Education Business School, with a concurrent joint appointment at the Yong Loo Lin School of Medicine, National University of Singapore. She is also Programme Management Chair of the MSc. Environmental Management Programme, which is a collaboration by 9 faculties and schools across NUS. From 2011-2017, Professor Chia was Programme Director of the NIHA (NUS Initiative to Improve Health in Asia) Healthcare Leadership Programme for senior leaders in the public, private and NGO sectors from 15 countries across Asia.

Professor Chia has also served as consultant on Leadership, Change, Managing in Asia and Diversity & Inclusiveness to many organisations, including Bridgestone, Dentsu, Deutsche Bahn-Schenker, Total, Catalyst, DHL, Jones Lang LaSalle, L'Oreal, McDonald's, Maersk, Mitsui, Panasonic, Samsung, Telenor, Royal Brunei Airlines, PT Astra, Temasek Foundation, and the Brunei Ministry of Health. Her research applies leadership, change and innovation as theoretical foundations to address health, environmental and social challenges, and has been published in JAMA (Journal of the American Medical Association), The BMJ (British Medical Journal) and the Academy of Management. She has served as an invited expert on social entrepreneurship, innovative philanthropy, innovative financing and sustainable development at meetings of the United Nations, Asian Development Bank, OECD, and the Asia-Pacific Leaders' Malaria Alliance.



Associate Professor Lim Yee Wei

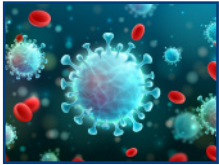
**NUS Saw Swee Hock School of Public Health & Yong Loo Lin School of Medicine
National University of Singapore**

Professor Lim is an Associate Professor and health policy researcher at the NUS Saw Swee Hock School of Public Health. He has led the NUS Improvement of Healthcare in Asia (NIHA) Leadership Development Program from 2011-2015. The program trains senior healthcare leaders from the public, private and NGO sectors of Asia-Pacific countries in leadership and health policy development and implementation. He has conducted health policy and leadership training for senior healthcare leaders for Brunei's Ministry of Health in 2013.

His work encompasses two areas: the first is the design and evaluation of health systems in developed and developing countries, and the second is in social innovations in health. In the first area, Professor Lim co-led a multi-million-dollar Bill & Melinda Gates Foundation project to determine the future of diagnostic platforms for infectious diseases in developing countries resulting in a series of papers that were published in Nature and formed the basis for the Foundation's Grand Challenges grant call. In 2014, he led an APEC-funded initiative to build capacity in health technology assessment for Asia-Pacific countries, including the examination of funding options for public health programs.

Real-World Examples

Through real-world examples from diverse healthcare settings and scenarios embedded within the modules, you will see how the theories are put into practice.



Covid-19 in Brazil



**NUHS and Medicine
Family Clinic Partnership**



**Dr Devi Shetty – Narayana
Hrudyalaya – India**



**Vaccine Confidence
Project**



NUHS



Diabetic Care Measures



**Drug Resistant
Tuberculosis Emergence**



**Emergency Department
Wait Time**



**Dr Reddy's Heart
Polypill**

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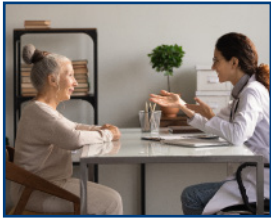
Case Studies

These case studies are co-authored by Professor Audrey Chia and span across pertinent topics of Human Resource Management, Change Management, Healthcare and Treatment, and Corporate Social Responsibility.



Duke-NUS Graduate Medical School: Educational Transplant

The case illustrates the effort of Duke-NUS Graduate Medical School's pioneering faculty in transplanting the U.S Duke University School of Medicine curriculum to the Singapore context, where the British style of medical education had been dominant. The case examines the challenges, skepticism, and eventual support from both internal and external stakeholders.



The Zuellig Family Foundation: A Bridge to a Better Future

This case illustrates the success of the Zuellig Family Foundation's health care programme in bridging the healthcare access divide between the rich and the poor in the Philippines in 2008. Within four years, the Foundation's president led the foundation to complete a health care program to transform the dysfunctional health care system, with the ambition of rolling out the program country-wide.

Leadership Tools

Multifactor Leadership Questionnaire and Report

A 360 degree assessment tool focusing exclusively on critical leadership behaviours required for competitive performance in today's organisations. The Multifactor Leadership Questionnaire™ (MLQ—also known as MLQ 5X short or the standard MLQ) measures a broad range of leadership types from passive leaders to leaders who give contingent rewards to followers, to leaders who transform their followers into becoming leaders themselves.

The MLQ identifies the characteristics of a transformational leader and helps individuals discover how they measure up in their own eyes and in the eyes of those with whom they work. Success can be measured through a retesting program to track changes in leadership style.

This report reviews your scores on the Multifactor Leadership Questionnaire™: Actual vs. Ought (MLQ A/O). The MLQ measures a full range of leadership styles to achieve optimal outcomes for the organization. The report provides feedback on how you perceive the frequency of leadership behaviors you exhibit, as well as the leadership behaviors you feel you should be exhibiting. The MLQ measures leadership styles which may be grouped under three broad categories. Each category differs in the nature of the leadership behaviors and in expected outcomes.

Certificate

Upon successful completion of the programme, participants will be awarded a verified digital certificate by NUS Yong Loo Lin School of Medicine.



Learning Journey



Orientation Week

The first week is orientation week. During this week you will be introduced to the other participants in the class from across the world and you will learn how to use the learning management system and other learning tools provided.



Weekly Goals



On other weeks, you have learning goals set for the week. The goals would include completing the assignments, which has weekly deadlines.



Support and Guidance from Programme Leader

The Programme Leader is a subject matter expert who guides learners through their learning journey. They conduct Office Hours to clarify learner queries related to the learning content and grade a few designated assignments.



Follow-Up

Emeritus Programme Support Team follow-up over email and phone calls with learners who are unable to submit their assignments on time.



Programme Details



Programme Fee:

USD 1,800 + GST

*Singapore residents who wish to enrol for this programme will be charged GST.



Programme Starts:

22 September 2022



Duration and Format:

2 Months | Online

4-6 hours a week



About the NUS Yong Loo Lin School of Medicine (NUS Medicine)

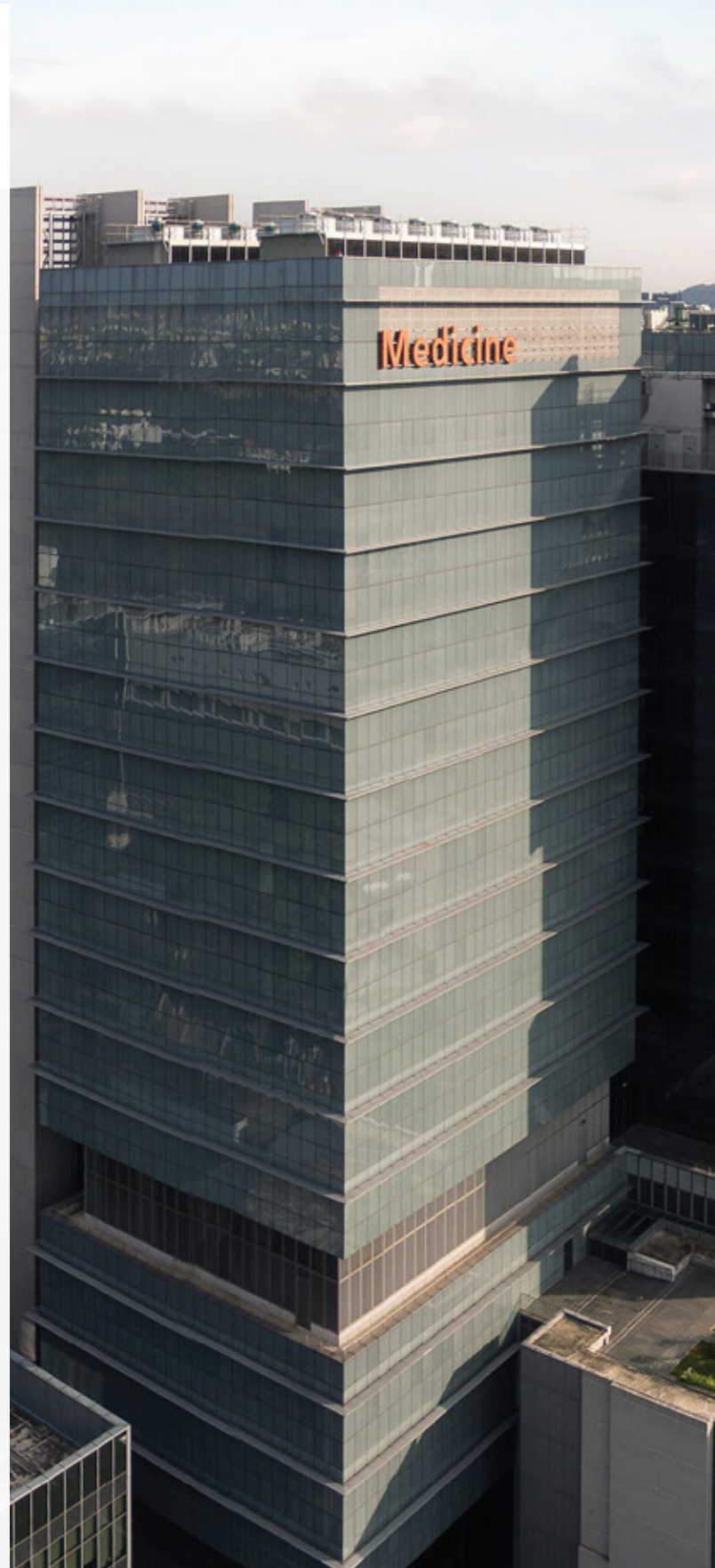
The NUS Yong Loo Lin School of Medicine is Singapore's first and largest medical school. Our enduring mission centres on nurturing highly competent, values-driven and inspired healthcare professionals to transform the practice of medicine and improve health around the world.

Through a dynamic and future-oriented five-year curriculum that is inter-disciplinary and inter-professional in nature, our students undergo a holistic learning experience that exposes them to multiple facets of healthcare and prepares them to become visionary leaders and compassionate doctors and nurses of tomorrow. Since the School's founding in 1905, more than 12,000 graduates have passed through our doors.

In our pursuit of health for all, our strategic research programmes focus on innovative, cutting-edge biomedical research with collaborators around the world to deliver high impact solutions to benefit human lives.

The School is the oldest institution of higher learning in the National University of Singapore and a founding institutional member of the National University Health System. It is Asia's leading medical school and ranks among the best in the world (Times Higher Education World University Rankings 2019 by subject and the Quacquarelli Symonds (QS) World University Rankings by Subject 2019).

For more information about NUS Medicine, please visit <https://medicine.nus.edu.sg/>



About Emeritus



Created in collaboration with NUS Yong Loo Lin School of Medicine (NUS Medicine), the 'Healthcare Leadership' Emeritus certificate course contains video content created and recorded by NUS Yong Loo Lin School of Medicine (NUS Medicine) faculty, combined with assessments, assignments, projects, cases, and exercises delivered by Emeritus.

Emeritus' approach to learning is built on a cohort-based design to maximise peer-to-peer sharing and includes video lectures with world-class faculty and hands-on project-based learning.

More than 250,000 students from over 160 countries have benefitted professionally from Emeritus' courses.



www.emeritus.org

Apply for the programme here

APPLY NOW

Schedule a call with a Programme Adviser to learn how this programme can help you

SCHEDULE A CALL

E-mail: info@emeritus.org

Call: +65 3129 5062 (11:30 AM - 6:30 PM SGT)

We hope to respond to your enquiry in less than 24 hours.

Our responses may take up to 72 hours during weekends and holidays.

 [WhatsApp an Advisor on +65 8014 3066*](https://www.whatsapp.com/channel/0029va31295062)

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