

Course 5

Leading and Managing Health Care Organisations

Prof. Kin Meng Lim

INTRODUCTION

Topics covered include: Leadership and management in the health care context; the changing health care environment; competitive advantage; strategy formulation and implementation; balanced scorecard; financial management; patient satisfaction; quality assurance; patient safety; physician incentives; negotiations and conflict resolution; media handling; crisis management; and change management. Emphasis will be on real-world application. Participants will come away with fresh insights critical management tools.

OBJECTIVES

This course is aimed at equipping participants with the knowledge and skills needed to effectively lead and manage health care organisations in today's complex and highly competitive health care environment.

PREREQUISITES

This graduate-level course will benefit anyone who aspires to be in leadership and senior management positions in health and health-related organizations, both public and private sector. Prior experience in the health care sector is desirable, but not required.

PEDAGOGICAL METHOD

The course combines academic knowledge with real-world application, drawing on the facilitator's vast and varied experiences in leading and managing health care organisations. Classroom teaching will be fast-paced and highly interactive. Inductive learning will be aided by case studies and group work. Participants will come away with fresh insights and critical management tools.

ASSESSMENT PROCEDURE

- Class participation 10%
- Group work 30%
- Written examination 60%

COURSE CONTENT AND STRUCTURE

	Morning (from 9.00am to 11.00am and from 11.30am to 1.00pm)		Afternoon (from 2.00pm to 4.00pm)	
Teaching Days	Content	Method	Content	Method
Monday (from 10.15 am)	Leadership and management – what business and medical schools don't teach	Lecture and classroom interaction	The changing health care environment - issues and the challenges	Lecture and classroom interaction
Tuesday	Strategic management of health care organisations – what, why, and how?	Lecture and classroom interaction	Case: Strategic planning	Break-out discussion and group work
Wednesday	Quality of care and patient safety - first things first	Lecture and classroom interaction	Critical management tools – handling finances, media, and conflict.	Lecture and classroom interaction
Thursday	Patient satisfaction and physician performance – what you can't measure you can't manage	Lecture and classroom interaction	Case: Change management	Break-out discussion and group work
Friday	Leading for superior performance - critical cockpit controls	Lecture and classroom interaction	Written examination	(questions based on a case)

CURRICULUM VITAE

Professor Lim has more than 30 years' experience in leading and managing health care organisations – from being Chief of Singapore's Armed Forces Medical Services, to Director of a national medical research institute, to Chief Executive Officer of Singapore's largest group of hospitals and specialist medical centres.

A physician by training and a specialist in Occupational Medicine, he obtained his MPH in Health Policy and Management from Harvard University. He is currently Associate Professor of Health Policy and Management at the National University of Singapore's School of Medicine; Academic Director of the NUS Business School's Master of Business Administration (Healthcare Management) Program ; and Public Health Director of the Association of Pacific Rim Universities' World Institute.

An elected Fellow of the Royal College of Physicians of Edinburgh and Fellow of the Faculty of Occupational Medicine in UK, he is Visiting Consultant to the Singapore General Hospital and the Singapore Armed Forces, Member of the Advisory Board of the Singapore Medical Association Centre for Medical Ethics & Professionalism, Member of the National Workplace Safety and Health Council, Chairman of the Healthcare Committee of the Workplace Safety and Health Council, Member of the Civil Aviation Medical Board, Vice-Chairman of the Singapore Red Cross, Chairman of the Singapore Red Cross's Disaster Preparedness Committee, and Vice-Chairman of the Asia Tsunami Reconstruction Facilitation Committee.

He has served on eight hospital boards and numerous national-level medical commissions, and published over 100 scientific articles in international, peer-reviewed journals - including *New England Journal of Medicine*, *Health Affairs*, *Health Policy*, *Medical Care*, *Quality and Safety in Health Care*, *Journal of Health Policy*, *Politics and Law*, *British Medical Journal*, and *British Journal of Public Health Medicine*. He also serves on the Editorial Boards of *Health Services Research* and *Health Research Policy and Systems*, *Asian Journal of Health and Information Sciences*, and *Asian Journal of Arts and Sciences*.

Internationally, he has represented Singapore on the WHO Western Pacific Advisory Committee on Health Research, the International Network on Healthcare Reform, and the Global Knowledge Exchange Network on Healthcare.

He has consulted extensively for the WHO, World Bank, and Asian Development Bank, as well as Ministries of Health of Singapore, China, Vietnam, Thailand, Malaysia, Indonesia, Iran, Lebanon, Egypt, West Bank & Gaza, Kuwait, and Bulgaria.

Among his numerous awards are the Public Service Star, the Public Administration (Silver) Medal, and the National University of Singapore's Special Commendation Award for Teaching Excellence.

His most important publications are:

- Lim MK, Yang H, Zhang TH, Feng W, Zhou Z. Public perceptions of private health care in socialist China, *Health Affairs*, 23: 222-234
- Lim MK, Yang H, Zhang TH, Zhou Z, Feng W and Chen YD. China's evolving healthcare market: how doctors feel and what they think. *Health Policy* 2004;69(3)329-337
- Lim MK. Quest for quality care and patient safety: the case of Singapore. *Quality and Safety in Health Care*. 2004;13:71-5.