

## **Project Title**

The “Lean” Training Program for Mentors and Mentees

## **Project Lead and Members**

- Chaw Chit
- Michelle Wee

## **Organisation(s) Involved**

National Neuroscience Institute

## **Healthcare Family Group(s) Involved in this Project**

Medical

## **Applicable Specialty or Discipline**

Neurology

## **Aims**

The National Neuroscience Institute launched “Lean” a formal in-house Mentorship Program to build sustainable talent capacity in neuroscience through holistic development of the mentee to encourage participation from clinicians who are too busy to attend outsourced training.

## **Background**

See poster appended/ below

## **Methods**

See poster appended/ below

## **Results**

See poster appended/ below

## Lessons Learnt

Training content has to cater to clinicians so that it is more applicable to their specific concerns and learning processes.

Unlike administrative staffs, clinicians have to partake in education, research and some administrative duties outside of their clinic time. Hence, finding the “sweet spot” where all participants could gather together is challenging. If the team were to repeat this training program, we would conduct training at an on-line platform and organise just one single dinner/ lunch networking session for everyone to get to know one another.

## Conclusion

See poster appended/ below

## Additional Information

By launching a formal program, the organisation is creating an environment that encourages and supports continuous learning and improvement in individuals and the organisations they seek to change. The organisation must be an active participant, be willing to invest time and resources to help develop individuals through training and education.

## Project Category

Training & Education

Learning Approach

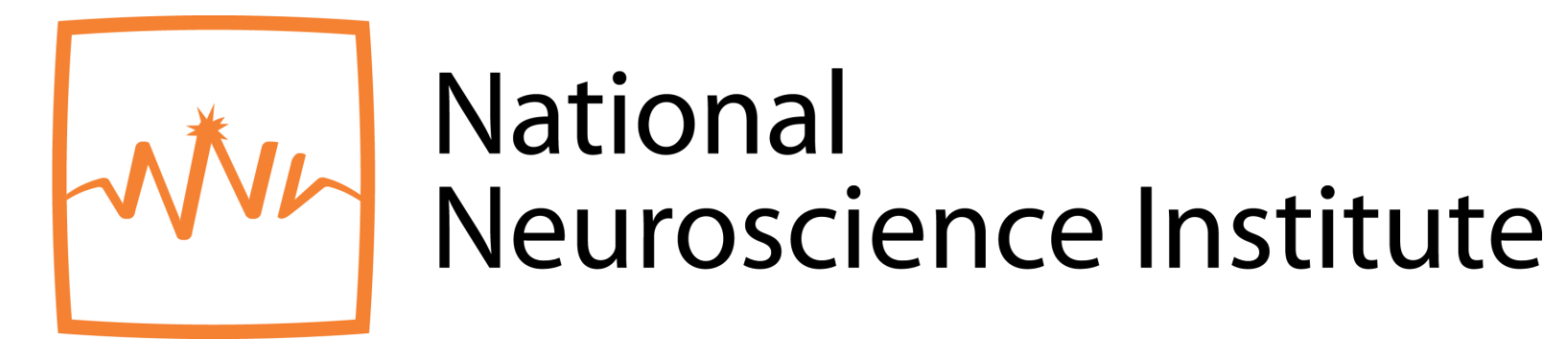
## Keywords

In-house training, Mentorship, Continuous Learning, Training Approach, Training Program

## Name and Email of Project Contact Person(s)

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## Background

The institution launched its maiden Mentorship Program (pilot run with the clinicians) to build sustainable talent capacity in neuroscience through holistic development of the mentee. Training provides the participants with relevant skills they need for an effective relationship and ensures expectations are aligned.

## Problems

### 1. Cost is beyond the stipulated budget.

Break down of training cost (quoted by external course provider) \* Note: Prices are in Singapore Dollar and have been rounded-up

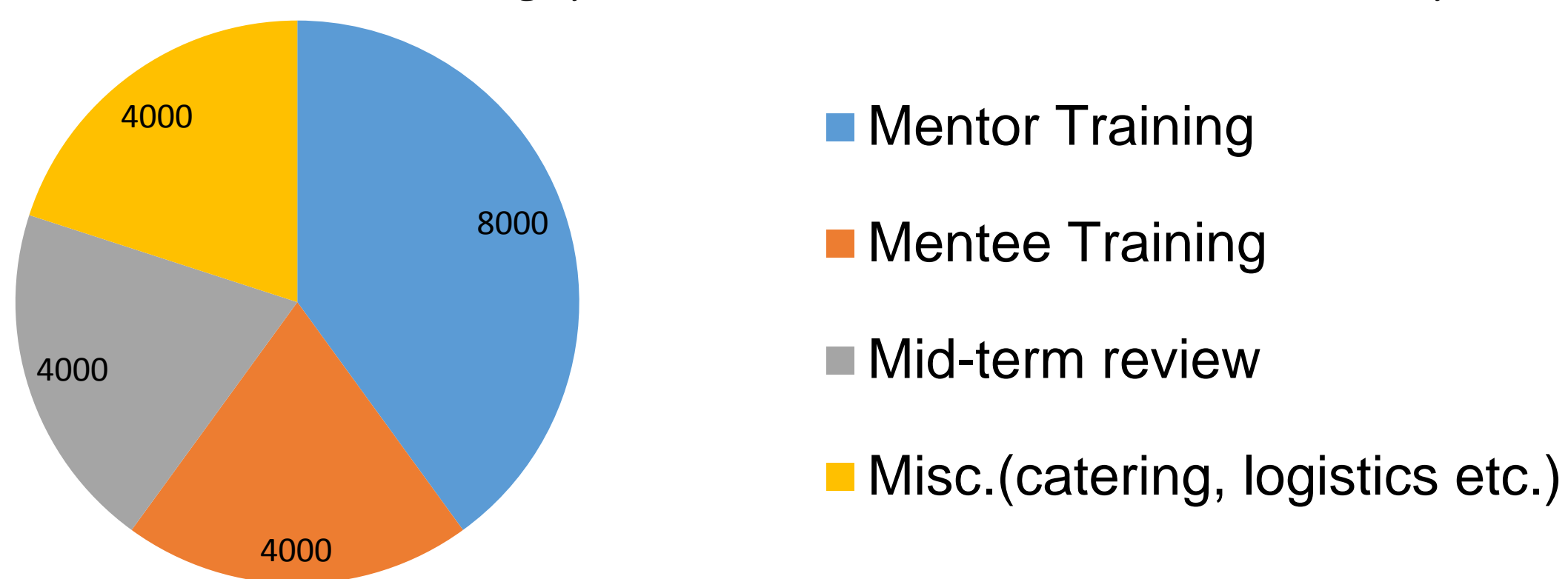


Figure 1. Break down of training cost

### 2. Low uptake rate

Clinicians were not willing to be engaged and preliminary responses to training were discouraging

Percentage of targeted clinicians that were interested to attend the training	$\leq 23\%$
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## Methodology

Ishikawa Diagram: To identify root-cause of low uptake rate by clinicians to attend training

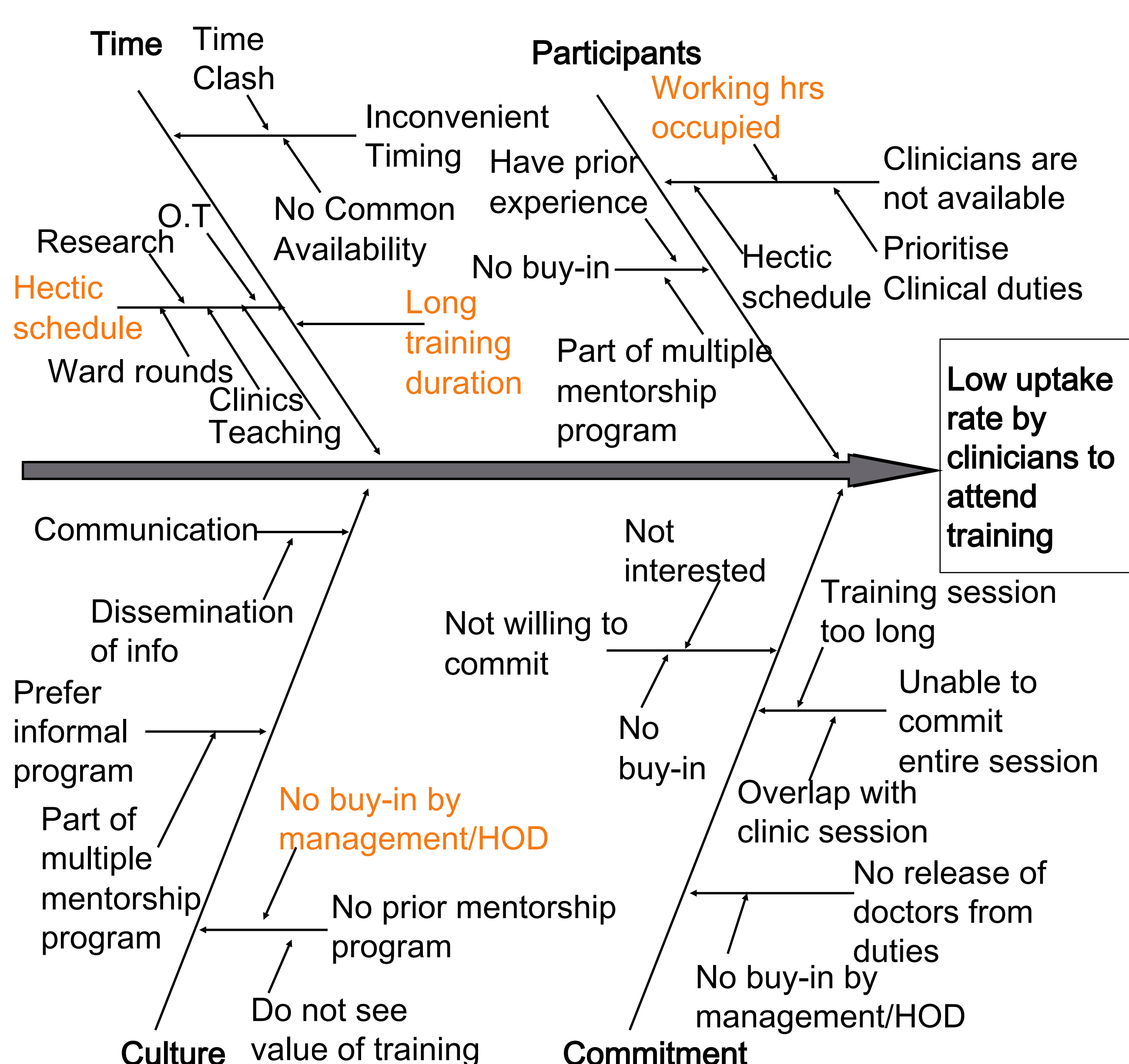


Figure 2: Ishikawa Diagram

After discussion and voting, the team decided to tackle root causes highlighted in Figure 2.

## Interventions

The team employed PDSA method to test interventions below.

### Presentation at the management meeting

- To garner support from the senior management.

### Revised training time

- The team ensured that the training did not take place during clinic operating hours

### Shortened training duration

- The team revised the training approaches by restricting the training content to topics that are essential knowledge and worthy of interactive discussions. Internally, guidebooks were developed and distributed to all participants for personal reading.
- Guest speakers, senior clinicians, were invited to share their experiences.

### Organised in-house training sessions

- Our in-house training program was designed to not only mirror conventional training programs in the industry, it also catered to the needs of our target audiences.
- Sourced for in-house trainer: Saved Cost

## Results

100%	<ul style="list-style-type: none"> <li>Attendance</li> <li>Agreed that training was well organised</li> <li>Agreed that training is useful &amp; met their expectation</li> </ul>
\$\$\$	<ul style="list-style-type: none"> <li>Total Cost Incurred <math>\approx</math> S\$ 2000</li> <li>Cost Saving: Saved 90% of the price quoted by external training provider</li> </ul>

## Lesson Learnt

- Training content has to cater to clinicians so that it is more applicable to their specific concerns and learning processes
- Unlike administrative staffs, clinicians have to partake in education, research and some administrative duties outside of their clinic time. Hence, finding the "sweet spot" where all participants could gather together is challenging. If the team were to repeat this training program, we would conduct training at an on-line platform and organise just one single dinner/lunch networking session for everyone to get to know one another.

## Message for Others

By launching a formal program, the organisation is creating an environment that encourages and supports continuous learning and improvement in individuals and the organisations they seek to change. The organisation must be an active participant, be willing to invest time and resources to help develop individuals through training and education.