

## CASE REPORT

## ABSTRACT 03

**Towards Value-Based Medical Officer: The Journey**Zamzuri Zakaria<sup>1</sup>, Dina Syazana Imran Ho<sup>2</sup>, Nor Alyaa Mohd Zamnuri<sup>2</sup>

**Introduction:** Sultan Ahmad Shah Medical Centre @IIUM (SASMEC @IIUM) began its clinical services in 2016, with medical officers managing the bulk of clinical duties due to the absence of house officers. The presence of in-house postgraduate programs in several clinical departments provided service medical officers with opportunities for career progression. This study focuses on the challenges faced in managing clinical services, staffing, and postgraduate training, particularly under the UD grade at SASMEC @IIUM.

**Methods:** In 2019, the Clinical Director implemented strategies to balance staffing across 14 clinical departments, categorizing them into critical and non-critical services to optimize efficiency. Recruitment of new medical officers, their placement, and career progression were carefully monitored in collaboration with Human Resource Development Unit. The first batch for the training was initiated in 2018, with financial implications influencing the allocation for the sponsorship.

**Results:** The bed occupancy rate at SASMEC @IIUM was notably low (40-55%) between 2016 and 2018. However, a revised fee structure in 2019 led to an increase in patient admissions and workload, necessitating the hiring of additional medical officers. By 2024, 25 new posts for medical officers were created. Postgraduate training scholarships were expanded and granted selectively, with financial viability being a key factor.

**Conclusion:** SASMEC @IIUM's approach to clinical services and postgraduate training has effectively addressed staffing and career progression challenges. The combination of a conducive educational environment and strategic management has led to a significant increase in patient admissions, expanded postgraduate opportunities, and improved service delivery. Moving forward, continued support from higher authorities such as Hadiah Latihan Persekutuan will be essential to sustain the hospital's growth as a leading shariah-compliant teaching hospital in East Malaysia.

**Keywords:** Postgraduate training, Human Resource Development, clinical services

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