



Scholarship & Training Report

PREPARED BY

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Executive Summary

For: Executive Administrations, Family Medicine Academy, and Dental Academy in Riyadh Second Health Cluster.

Reporting Period: July - September 2024

This report delivers an in-depth examination of the Riyadh Second Health Cluster's Q3 2024 performance, encompassing scholarships, SCFHS training programs, and hospital-based trainee enrollment. As of Q3, the total number of scholars year-to-date (YTD) has reached 502, comprising 98 external and 404 internal scholars (Efaad). A rigorous comparison with Q2 data informs targeted recommendations for optimization. A comprehensive review of SCFHS training program enrollment and trainee support across all healthcare specialties has been performed. Importantly, hospital-based trainee enrollment has shown an overall increase, though with variance by specialty. The actionable insights derived from this analysis will be pivotal in refining strategies to attract and retain premier healthcare talent.

Executive Administrations:

- Postgraduate and Scholarship Administration
- Learning Institute Administration
- Simulation and Life Support Administration
- Continuous Professional Development Administration
- Health Training Administration
- Academic Operation Administration
- Family Medicine Academy
- Dental Academy



Scholarship Report

Significant Findings

- **Award Activity:** The number of awarded external scholarships increased significantly in Q3, with 34 awards, compared to 2 in Q2. There was also a substantial increase in awarded internal scholarships, with a total of 63 in Q3, compared to none in Q2. The majority of internal scholarship awards were granted in August (n=56).
- **Scholar Returns:** The number of returned external scholars increased, with 20 returns in Q3 (4 in July, 8 in August, and 8 in September), compared to 16 returns in Q2. Internal scholar returns also showed a significant increase, with 41 returns in Q3 (0 in July, 15 in August, and 26 in September), compared to 1 return in June of Q2.
- **Modification/Upgrades:**
 - There was a notable increase in modifications or upgrades for external scholars in Q3, with 11, compared to 4 in Q2. As well as a moderate decrease in modifications or upgrades for internal scholars in Q3, with 17, compared to 28 in Q2. This could indicate adjustments to existing awards or potential delays in program requirements.
 - The conversion rate for external scholars increased from 3.5% in Q2 to 11.2% in Q3, exceeding our target to reduce conversions. While the conversion rate for internal scholars decreased from 7.1% in Q2 to 4.2% in Q3, meeting our goal to reduce conversions.

Recommendations

- **Address High External Conversion Rate:** Investigate the reasons for the higher-than-expected external scholar conversion rate. Refine the application and review process to better target the most qualified candidates and reduce conversions.
- **Optimize Internal Scholar Process:** Despite meeting the goal to reduce internal scholar conversions, explore ways to further optimize the process given the significant increase in awards and returns.
- **Leverage Modifications and Upgrades:** The increase in external scholar modifications and upgrades is negative. Identify best practices from this process and apply them to provide wider opportunities to other candidates especially in underserved areas.

Scholarship Report

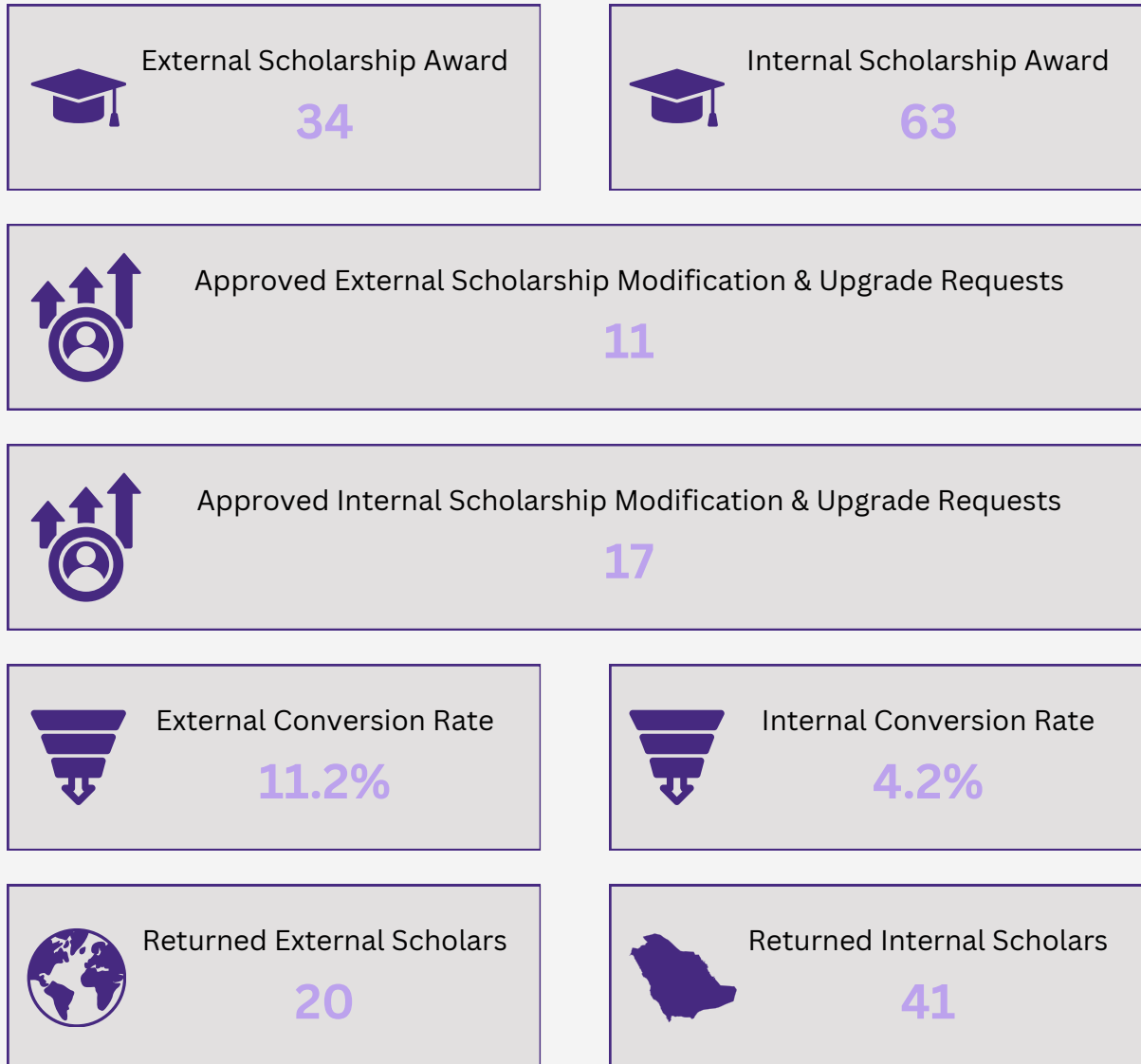
- **Reassess Goals:** Given the Q3 results, reassess the conversion rate goals for external scholars. Ensure the targets align with the program's overall objectives and are realistic based on the data trends.

Additional Considerations

- **Track Scholar Retention:** While not observed in Q3 data, develop mechanisms to track scholar retention beyond returns. This could involve monitoring program completion rates or scholarship continuation.
- **Diversity & Inclusion Review:** Regularly review the scholarship program to ensure fair and inclusive criteria for awarding opportunities across all demographics and specialties within the healthcare sector.
- **Outcomes & Impact Assessment:** Explore methods to assess the long-term impact of the scholarship program. This could involve monitoring scholar career paths and contributions to the healthcare sector.

By implementing these recommendations and closely monitoring scholarship activity throughout the year, the Riyadh Second Health Cluster can refine its program to effectively attract and retain qualified healthcare professionals.

Scholarship Metric Cards



SCFHS Trainee Report

Significant Findings

- **Medical Residents and Fellows:** Similar to Q2 (average 812), medical residents showed minimal reduction in Q3 (average 811). However, medical fellows exhibited a consistency throughout Q2, and Q3 with an average of 327 fellows.
- **Medical Rotating Trainees:** A significant 18% decrease in enrollment is observed in medical rotating residents (including FM) in Q3 (n=276) in comparison to Q2 (n=336). Q3 114 Q2 81 On the contrary medical rotating fellows increased by 40.7% in Q3 (n=114) compared to Q2 (n=81). In compliance with our goals an increase in the number of rotating trainees is not recommended, further investigation is needed to understand this substantial increase in rotating fellows.
- **Family Medicine Residents:** Family medicine residents showed a slight decrease by 6% in Q3 (average 126) in comparison to Q2 (average 134), which suggests further investigation to understand reasons for decline.
- **Dental and Other Programs:** Allied health trainees, nursing trainees, and dental residents maintained consistency throughout Q3, mirroring the trend observed in Q1 and Q2. However, dental assistant trainees saw a slight increase in average by 4%, from 51 in Q2 to 53 in Q3. This increase is attributed to dental assistant program expansion.
- **WAT Activity:** WAT activity increased in Q3 with 10 reported cases, while it was 4 in Q2. This increase may be attributed to the firm compliance to the newly issued postgraduate policies.

Recommendations

- **Medical Rotating Trainees:** Investigate the cause of the substantial increase in rotating fellows, as it contradicts the goal of reducing rotating trainee numbers. Develop a strategy to align with the established goal.
- **Family Medicine Residents:** Conduct further research to understand the reasons behind the slight decline in family medicine residents. Implement strategies to support recruitment and retention in this area.
- **Dental Assistant Programs:** Continue to monitor the growth of dental assistant programs. Assess the impact of program expansion and ensure it aligns with overall strategic objectives.

SCFHS Trainee Report

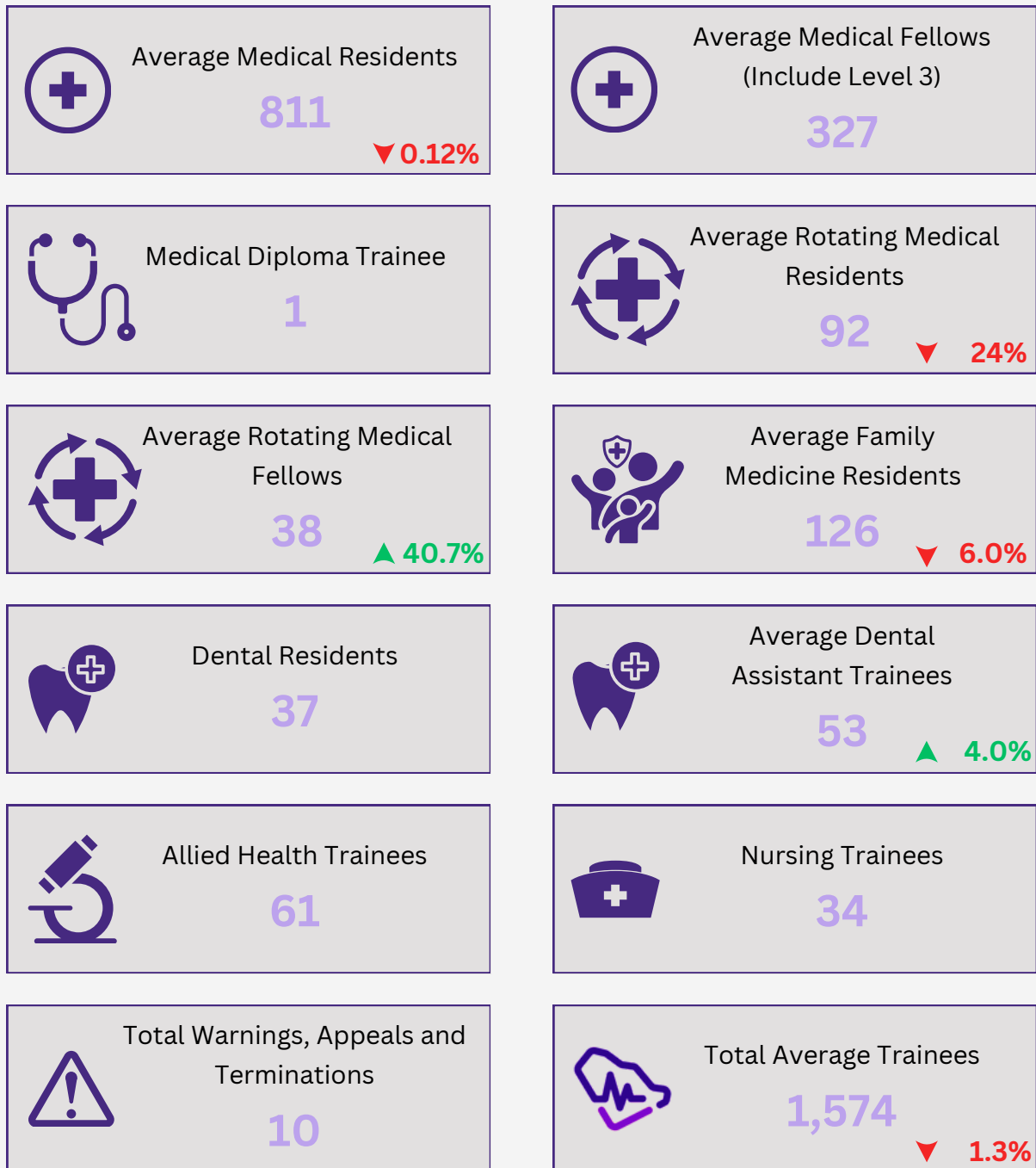
- **WAT Activity:** Continue to enforce the newly implemented postgraduate policies. Monitor WAT activity to ensure the upward trend represents positive compliance rather than an underlying issue.
- **Evaluate Program Capacity:** Considering the consistent enrollment in some programs (dental residents, allied health, nursing), assess the capacity of each program and explore strategies for program expansion to increase capacity.
- **Develop Trainee Retention Strategies:** Investigate methods to improve trainee retention, particularly for programs experiencing trainee declines. This could involve mentorship programs, well-being initiatives, or career development support.

Additional Considerations

- **Track Training Completion Rates:** Implement mechanisms to track trainee completion rates for all programs. This will provide valuable insights into program effectiveness and identify areas for improvement.
- **Diversity & Inclusion Review:** Regularly review training programs to ensure fair and inclusive enrollment practices across all demographics and specialties.
- **Trainee Well-being:** Develop initiatives to assess trainee well-being and identify areas where additional support may be needed.

By implementing these recommendations and close monitoring throughout the year, a thriving training environment is ensured.

SCFHS Trainee Metric Cards



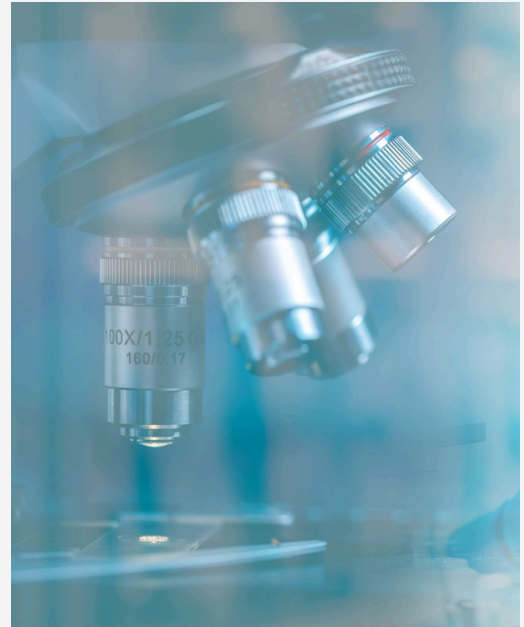
SCFHS Program Metric Cards



Hospital-Based Trainees Report

Overall Trends

- **Enrollment Expansion:** A notable surge in enrollment (n=3145) was observed in Q3, compared to Q2 (n=1372). While some of this increase can be attributed to the closure of schools for summer vacation, other factors likely contributed to this rise.
- **Sharp Increase in August:** Total trainees jumped by 31.4% from July (872) to August (1146). This suggests that the summer training program significantly boosted enrollment.



Specific Findings:

- **Medical Students:** Enrollment among medical students increase by 26.5% throughout Q3 (n=340), particularly in September (n=198), compared to Q2 (n=91). This likely resulted from summer break.
- **Medical Interns:** While medical intern enrollment remained stable throughout most of Q3 (n=289), a significant increase occurred in September (n=119), potentially due to the start of the academic year. However, Q3 saw a 26.5% decrease compared to Q2 (393).
- **Medical Clinical Attachment:** Enrollment in medical clinical attachments remained relatively stable throughout Q3 (n=136), with a significant increase from Q2 (n=63), mainly attributed to the end of summer vacation.
- **Family Medicine:** Both family medicine intern (n=110) and clinical attachment (n=19) numbers increased compared to Q2.
- **Dental:** Dental intern numbers in Q3 (n=93) showed a slight 7% decrease, while dental clinical attachments were steady throughout Q3 (n=66), and doubled compared to Q2 (n=31).
- **Allied Health:** Undergraduate allied health trainees exhibited a significant decrease throughout Q3 (n=231), specifically in September (n=28), with an 8% decrease compared to Q2. Conversely, graduate trainees increased by 62.5% in Q3 (n=208), specifically in August compared to Q2 (n=128).

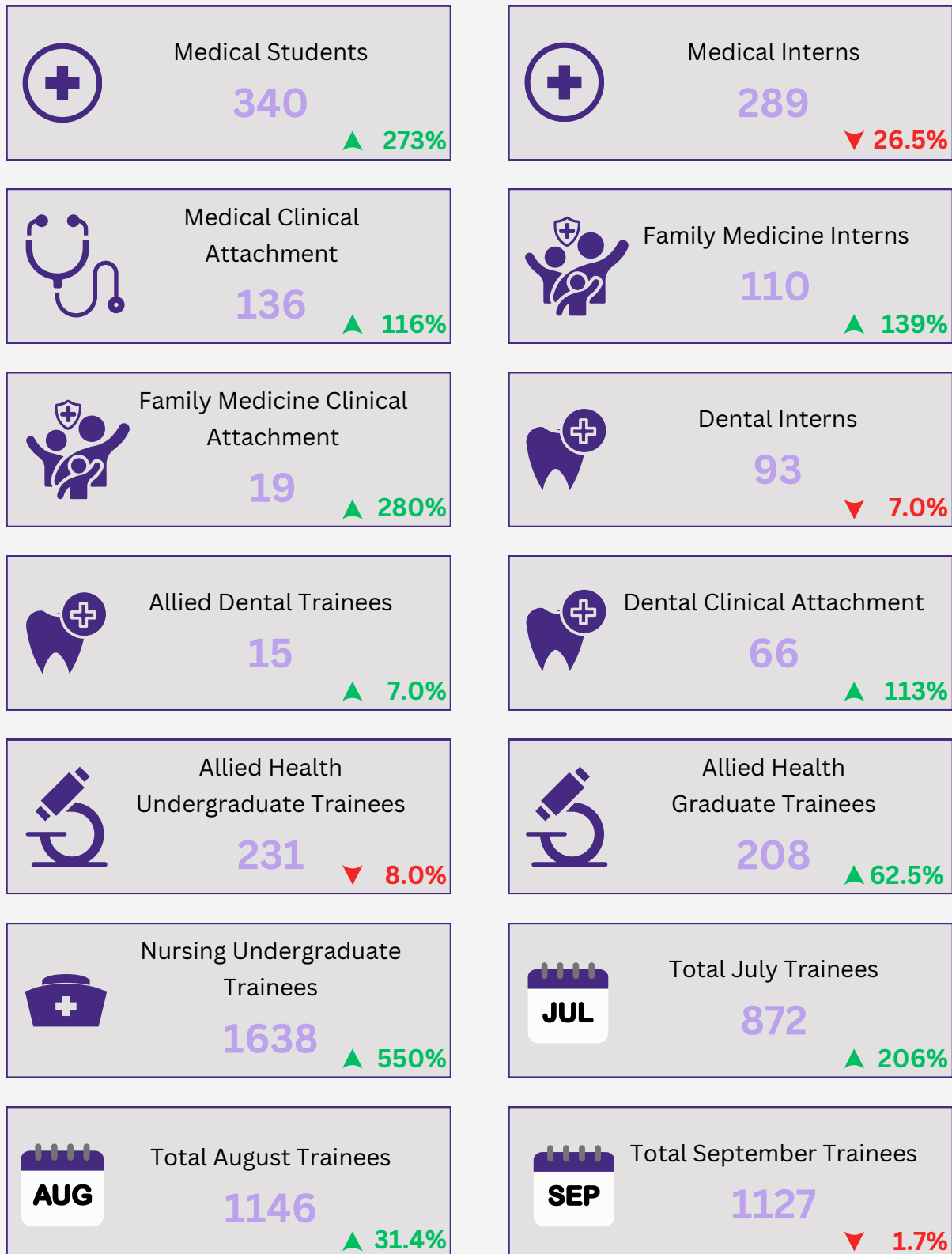
Hospital-Based Trainees Report

- **Nursing:** Nursing undergraduate enrollment saw the most significant increase in Q3 with 1638 trainees compared to Q2 (n=252).

Recommendations:

- Analyze specific programs and marketing initiatives implemented at the start of Q3 to understand their impact on enrollment. Consider replicating successful strategies in future quarters.
- Evaluate the summer program's effectiveness and consider expanding it or offering similar initiatives during other quarters.
- Anticipate the seasonal dip in medical student enrollment and develop targeted recruitment strategies for their academic semesters.
- Collaborate with medical schools to offer competitive internships aligned with their academic calendars.
- Continue to promote family medicine internships and clinical attachments and consider expanding capacity if possible.
- Investigate the decrease in dental interns and implement strategies to attract more trainees.
- Identify factors contributing to the decline in undergraduate allied health trainees and develop targeted recruitment strategies. Leverage the success with graduate trainees by highlighting their positive experience.
- Continue to promote nursing programs and explore possibilities for expansion. Consider offering competitive incentives and flexible training options to attract more nursing students.

Hospital-Based Trainee Metric Cards





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Riyadh Second Health Cluster

