



NANYANG
TECHNOLOGICAL
UNIVERSITY
SINGAPORE

LEE KONG CHIAN SCHOOL OF
MEDICINE

1st Edition, 2025

Academy of Clinician Scientists and Innovators (ACSI)

Handbook for ACSI mentors

Dear **ACSI Mentor**,

Warmest welcome to the Academy of Clinician Scientists and Innovators (ACSI) and thank you for joining us in our shared mission to develop the next generation of clinician scientists and innovators!

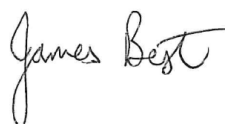
Your appointment as a mentor reflects not only your achievements in research and innovation but also the recognition of your commitment to shaping the future of aspiring clinician scientists and innovators.

The ACSI is a joint academy between NHG Health and NTU / LKCMedicine dedicated to advancing healthcare through translational research, innovation, and mentorship. Since its launch, ACSI has focused on engaging mentors in selected events to strengthen the mentorship culture. This creates supportive environments where aspiring clinician researchers and innovators can thrive.

Your role as a mentor will be instrumental in the success of the ACSI. Through your guidance and expertise, you will help aspiring researchers and innovators navigate the complexities of research and innovation, such as by providing project specific guidance and / or advice on their research and innovation careers.

Through this curated handbook, we hope the information will be useful in your role as a mentor and for you to share relevant information and insights with our talents.

Warm regards,



*Prof James Best
ACSI Chief Mentor*



*A/Prof Angela Chow
ACSI Lead Mentor*



Handbook outline

1. Academy of Clinician Scientists and Innovators (ACSI)

- a) Mission & Objectives
- b) Key ACSI personnel and functions
- c) ACSI initiatives and activities

2. Mentorship in ACSI

- a) Role of an ACSI mentor

3. Development programmes

- a) Talent development support / training for Clinician Scientists
- b) Talent development support / training for Clinician Innovators

4. Resources and Contacts

- a) Find out more about ACSI
- b) Resources to identify potential mentors / collaborators
- c) Connect with the Clinician Scientists and Innovators community

Academy of Clinician Scientists & Innovators (ACSI)

Within NHG Health and NTU / Lee Kong Chian School of Medicine (LKC Medicine), there has been growing recognition of the need to strengthen the development and support of our clinician scientists and clinician innovators.

Aspiring talents often face challenges in navigating their research and innovation journey:

1. **Lack of a common information hub**—a central platform to access details on research and innovation programmes, funding opportunities, training resources, and mentorship
2. **Difficulties in identifying potential mentors or collaborators**
3. **Guidance and expertise** from established CSs and CIs and administrative support

The ACSI, a talent development arm of the NHG Health- LKC Medicine- NTU Academic Health System (AHS) was established to bridge these gaps—bringing greater coherence, visibility, and support to the clinician research and innovation ecosystem at NHG Health and NTU / LKC Medicine.



Launch of the Academy of Clinician Scientists and Innovators

Academy of Clinician Scientists & Innovators (ACSI)

Mission

To attract, nurture and grow research and innovation talents within NHG Health and NTU / LKCMedicine

Objectives



Identify and recruit promising talents



Create networking and collaboration opportunities



Match mentors with mentees



Raise awareness of research and innovation resources and training programmes



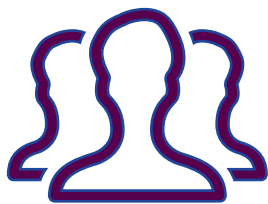
Track research and innovation progression and nominations for awards

Academy of Clinician Scientists & Innovators (ACSI)

ACSI's functions

Mentorship

- Advise on **mentor matching**
- **Bridge between mentors & mentees**
- Nurture the **next generation** of mentors



Talent Engagement

- **Identify & engage** potential research & innovation talents
- **Recruit** potential talents to talent development programmes / research internships
- **Groom** more talents to compete for National Grants & Awards

Recognition, Training & Outreach

- Offer opportunities for **networking & knowledge sharing**
- Recognise research & innovation achievements through **recognition awards**
- Enhance **visibility** of ACSI and NHG Health/LKC Medicine talents

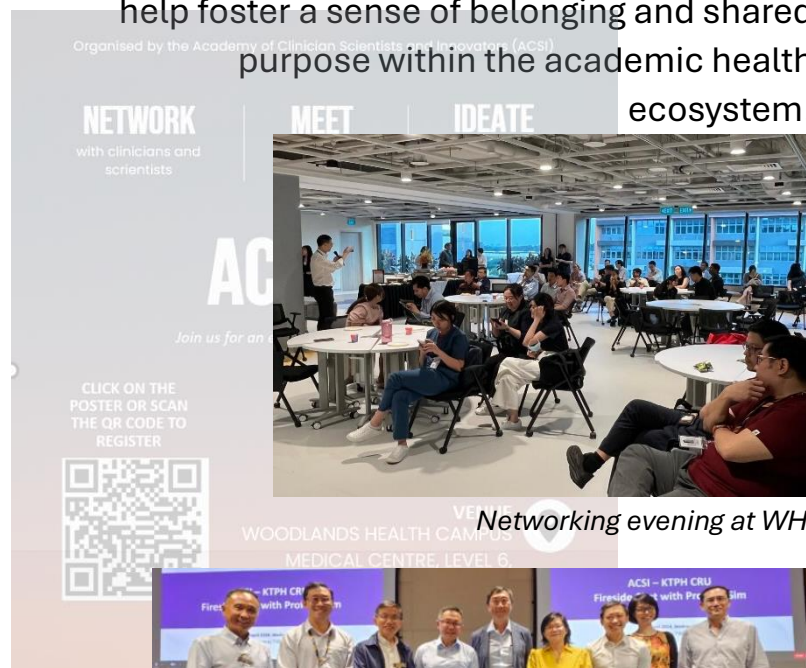


Academy of Clinician Scientists & Innovators (ACSI)

Initiatives and Events

**Promote
Research &
Innovation
Culture**

ACSI is committed to cultivating an engaged and collaborative research community across NHG Health and LKCMedicine. To this end, we organise events and engagements such as **Networking Evenings, Thematic Workshops, Fireside Chats and Podcasts** that bring together clinicians, scientists, and innovators across disciplines. These platforms not only provide opportunities to exchange ideas, explore interdisciplinary collaborations, and stay informed on emerging trends, but also help foster a sense of belonging and shared purpose within the academic health ecosystem.



Networking evening at WH



Fireside chat with NHG Health GCEO at KTHP

Academy of Clinician Scientists & Innovators (ACSI)

Initiatives and Events

**Celebrate
Research &
Innovation
Excellence**

As part of our commitment to fostering a culture of excellence, ACSI launched the annual **AHS Awards** (formerly known as ACSI Awards) to celebrate outstanding contributions of established clinician researchers and innovators, recognise contributions of mentors and encourage aspiring talents in their research and innovation careers.



ACSI enhances the **publicity of our National Medical Research council (NMRC) awardees**, highlighting their achievements through internal communications, newsletters and public platforms. These efforts not only honour individual and team excellence, but also inspire a culture of aspiration, visibility, and cross-institutional collaboration.



Murals of 2024 NMRC awardees at TTSH and WH

Academy of Clinician Scientists & Innovators (ACSI)

Initiatives and Events

**Enhance Grant
Application
Success**

To improve the scientific rigour, clarity and competitiveness of applications to funding bodies e.g. NMRC, ACSI started the in-person **Research Bootcamp** series. These Bootcamps are scheduled prior to each NMRC grant call where clinician scientists and innovators seek feedback and guidance from established Clinician Scientists, Innovators and ACSI mentors to refine their research proposals.



Complementing the Research Bootcamp is the **Internal Grant Review Platform (IGRP)** that enables clinician scientists and innovators to gather feedback and guidance from reviewers remotely before each NMRC grant call.



Academy of Clinician Scientists & Innovators (ACSI)

Initiatives and Events

**Strengthen
Research &
Innovation
Mentorship
culture**

At the heart of ACSI is a strong commitment to building a sustainable and inclusive mentorship culture. By **formally appointing mentors** across NHG Health and LKCMedicine, we recognise their vital role in guiding and nurturing the development of clinician researchers and innovators. To foster deeper engagement and peer learning, ACSI organises the **Mentorship Engagement series** — casual huddles where mentors exchange experiences and share best practices. Additionally, our upcoming **Coffee Sessions with Mentors / Mentor Clinic** create relaxed, low-barrier opportunities for mentors and budding talents to connect, exchange ideas, and build rapport outside of formal settings.



Research and Innovation mentorship huddles

ACSI Research & Innovation Mentorship SERIES

Hosted by:
A/Prof Angela Choo
ACSI Lead Mentor

Research & Innovation Mentorship Huddle

Speakers

- Prof Jan...
University...
Medicine...
Senior Prof...
LKC Medicine...
ACSI Chair...
- Insights on...
Structured...
Framework...
- A/Prof Sup...
Senior Cons...
MED / TTS...
ACSI Domain...
- Physician M...
Why it's imp...
How to find...
Sustain Data...
- Asst Prof C...
Consultant...
MED / TTS...
ACSI / TTS...
- What is a M...
- Dr Ng Tai H...
Principal Ph...
(Clinical)...
TTS...

Note: Pending CME points accreditation

Want to learn more about ACSI?
Write to us at: info@acsi@ntu.edu.sg
Visit us at: <https://www.ntu.edu.sg/medicine/ACSI>

*Article attached for...

Mentorship in the Academy of Clinician Scientists and Innovators (ACSI)

Role as an ACSI mentor

At ACSI, we recognise that mentorship is a dynamic, evolving process that is critical to strengthening our research and innovation community.

The ACSI mentor **Terms of Reference** (*found in your appointment letter*) are intended to outline the overarching responsibilities associated with this role. **These terms are not prescriptive or exhaustive; they are designed to offer a clear starting point and allow flexibility in how mentorship is provided, while recognising that the nature of mentorship may evolve based on the specific needs of mentees and the current research and innovation landscape.**

The mentor – mentee relationship guidelines are shared with research and innovation talents / mentees / awardees as the academy recognises that mentorship is a two-way relationship, in which the success of these relationships is also dependent on their effort.

GUIDELINES FOR Healthy Mentor-Mentee Relationship



Active engagement

- **Proactive:** Takes initiative in scheduling meet-ups, proposing agendas, updating on progress, follow-up on action plans
- **Seek feedback:** Regularly asks for feedback and identify areas of improvements
- **Engage:** Contributes to discussions, share your thoughts and ideas and update your mentor about the progress of your work and challenges you encounter

Commitment to learning, personal and professional development

- **Stay informed:** Keep up-to-date about current research and innovation trends in your field and to engage meaningfully in discussions with your mentor.
- **Develop skills:** Develop relevant skills, including research techniques and data analysis, to make the most of your mentor's guidance.
- **Set goals:** Collaborate with your mentor to set clear, realistic goals for your projects and career path.
- **Seek opportunities:** Seek out learning and networking opportunities and share your experiences with your mentor for feedback.
- **Develop independence:** Show initiative in developing independence as a researcher or innovator, demonstrating your commitment to growth.



Mentorship in Academy of Clinician Scientists and Innovators (ACSI)

Role as an ACSI mentor

Through the ACSI, including our mentors, we plan to provide a structured platform that connects aspiring clinician scientists and innovators with experienced mentors, fostering professional growth and promoting a culture of collaboration and excellence.

As an ACSI mentor, your expertise and experience will provide both technical and strategic insights to our talents – ranging from project specific proposals, career guidance and expansion of their professional networks and collaboration opportunities.

To enrich the mentorship experience, mentors are invited to participate in all ACSI activities e.g. the networking evenings.

However, you may also be personally engaged in more targeted initiatives where talents have the opportunity to receive your guidance and feedback during these engagements. These initiatives include:

- 1. Research Bootcamps**
- 2. Mentorship Engagement Series**
- 3. Internal Grant Review Platform (IGRP)**
- 4. Coffee Sessions with Mentors / Mentor Clinic**

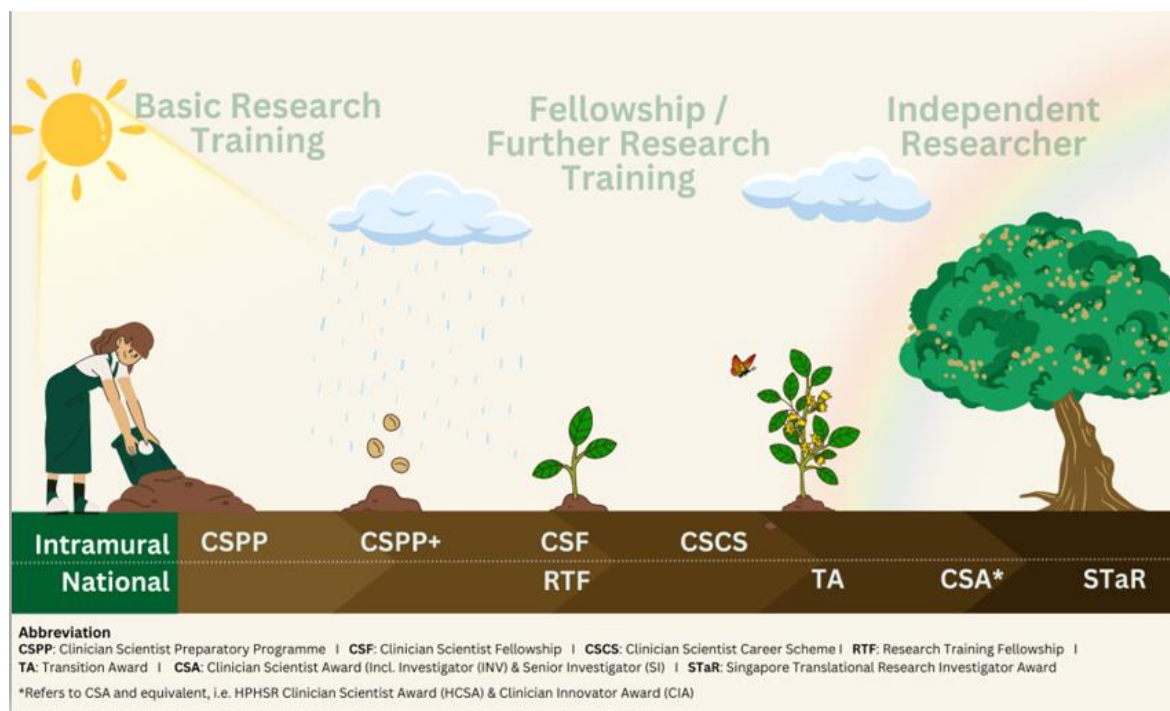
ACSI will also identify suitable professional development opportunities and share these with you on an ad-hoc basis.

Talent Development Programmes for Research

Talent development support / training for Clinician Scientists

Guided by a comprehensive development roadmap to nurture researchers, ACSI works closely with NHG Health and LKCMedicine to build clinicians' research and innovation capabilities through curated resources, training, and guidance from experts, supporting them at different stages of their clinical / research career.

Development roadmap for Clinician Scientists



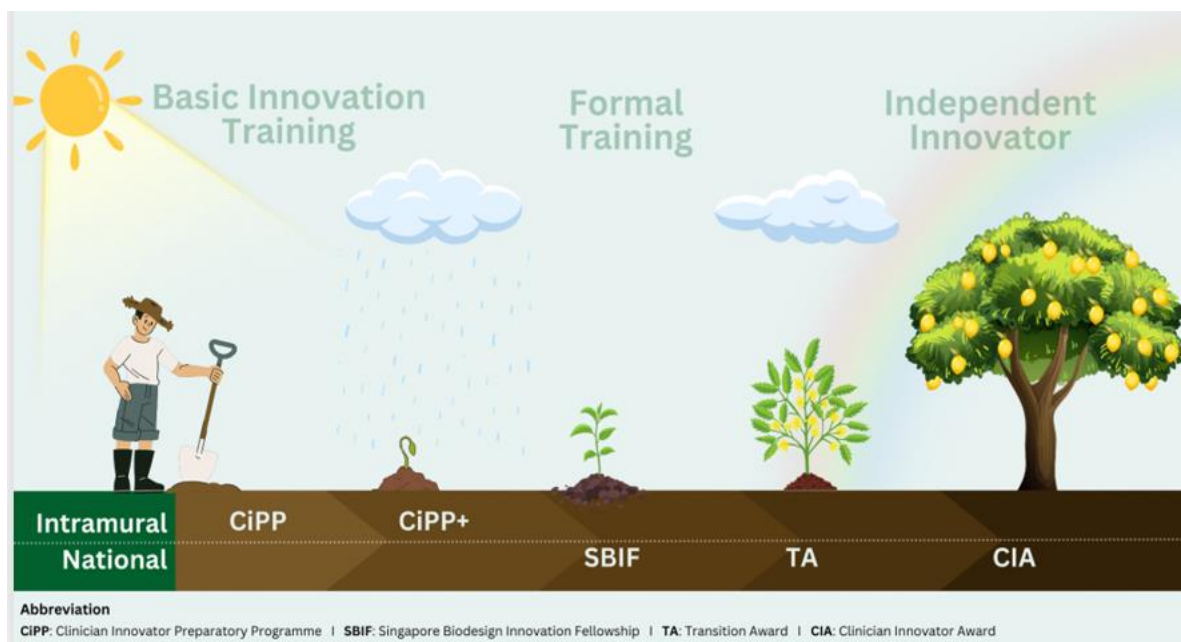
- For more information on intramural talent development programmes, please refer to:
<https://talentdev.gri.nhg.com.sg/cs-overview/> or
<https://www.ntu.edu.sg/medicine/ACSI>
- For more information on extramural talent development awards, please refer to:
<https://www.nmrc.gov.sg/grants>

Talent Development Programmes for Innovation

Talent development support / training for Clinician Innovators

The Clinician Innovator (CI) Development programmes empower aspiring CIs with relevant knowledge and skills tailored to their learning needs and level of experience in this field. The programmes are overseen by the Centre for MedTech & Innovations and administered by the Clinician Scientist Development Office (CSDO).

Development roadmap for Clinician Innovators



- For more information on intramural talent development programmes, please refer to: <https://talentdev.gri.nhg.com.sg/ci-overview/> or <https://www.ntu.edu.sg/medicine/ACSI>
- For more information on extramural talent development awards, please refer to: <https://www.nmrc.gov.sg/grants>

Other Resources and Contacts

Find out more about ACSI	Academy of Clinician Scientists and Innovators (ACSI) Lee Kong Chian School of Medicine NTU Singapore
Resources to identify potential mentors / collaborators	ACSI Mentors' Directory Mentorship Lee Kong Chian School of Medicine NTU Singapore
	LKCMedicine Faculty List LKCMedicine Faculty Lee Kong Chian School of Medicine NTU Singapore
	Research and Innovator Directory Researcher & Innovator Directory Overview
	Centre for MedTech & Innovations: innovate@nhg.com.sg
Connect with the Clinician Scientists and Innovators community	 <p>The image shows a QR code for a WhatsApp group. Above the QR code, it says 'NHG-LKC clinical researchers' and 'WhatsApp group'. The QR code is black and white, with a green border around it.</p>
Contact Us / Sign up to our ACSI mailing list	lkc.nhg.ACSI@ntu.edu.sg