



Singapore Healthcare Management 2018

We Hear You!

Putting Employee Feedback to Work

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With thanks & appreciation to A/Prof Peter Lim and Dexter Chia



WHAT?

Every 2 years, SingHealth conducts Employee Engagement Survey (EES) to understand staff's satisfaction level and areas for improvement. Results of these surveys are being shared across departments.

WHY?

To make good use of the results, Office of Risk Services (ORS) analysed and implemented follow-up actions to :

- ❖ Assure staff feel committed to their organisation's goals & values and motivated to contribute to organisational success, while at the same time enhancing their own sense of wellbeing
- ❖ Understand staff and make any necessary adjustments and create lasting and effective activities and recognition programs that embody the organisation's values to increase their level of engagement
- ❖ Share best practices and success stories to encourage learning within the organization

RESULTS

1

100%
response rates for 2014 (n=11) & 2016 (n=10)

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Common areas where action for improvement would have a positive effect:

- Communication
- Learning & Growth
- Building Teamwork
- Recognition

WHO?

Everyone in ORS contributed and worked cohesively to assure the follow-up actions & recommendations are implemented successfully.



HOW?

- 1** Analyse the SingHealth Employee Engagement Survey Results (2014 vs 2016)
- 2** Identify focus areas and set goals & objectives for the staff engagement plan
- 3** Build an action plan and implement strategies to improve staff engagement within ORS
- 4** Measure the effectiveness of workplace engagement strategies (i.e. conduct survey)
- 5** Sharing and Learning (e.g. Department Meeting, Senior Staff Management Meeting, Publication etc.)

3 Activities implemented to improve targets areas within ORS

PROMOTING TEAM BONDING

- Improves team's cohesiveness and team members' level of enjoyment and satisfaction



STAFF APPRECIATION DAY



X'MAS LUNCH



NATIONAL DAY OBSERVANCE CEREMONY



PRESIDENT'S CHALLENGE



YEAR END PARTY



BIRTHDAY CELEBRATIONS

- ✓ Celebrating birthdays & festivities as a team to promote team bonding
- ✓ Participation in SingHealth Events – President's Challenge, Staff Appreciation Day, National Day Observance Ceremony.




PEER-SUPPORT

- Helps foster employee engagement
 - Reinforces organizational core values & build a supportive community at work
- Angels & Mortals** (brought to us by SingHealth Peer Support Taskforce)
- ✓ Promote mutual support amongst colleagues & spreading 'goodwill' for the longer term
 - ✓ Get to know more about our colleagues

Thanks Angel-keeper for sharing. We need to up our antics! Cheers!

Dear All, Today, my Angel really surprised me. I am so touched & happy. To my mystery angel out there (I know who you are) Thank You.

PROMOTE EMPLOYEE FITNESS & HEALTH

- Maintains employee well-being
 - Brings employees together, improves morale, and increases productivity
- ✓ Participation in health events & wellness programs to improve health & strengthen the bond between team members
- 
- WALK-A-JOG
- 
- ZUMBA @ THE OASIS
- 
- RUN FOR HOPE

ENCOURAGING SPEAK-UP CULTURE

- Creates a culture where employees feel free and safe to raise their issues & concerns
- Provide input, feedback and invites perspective on work-related matters

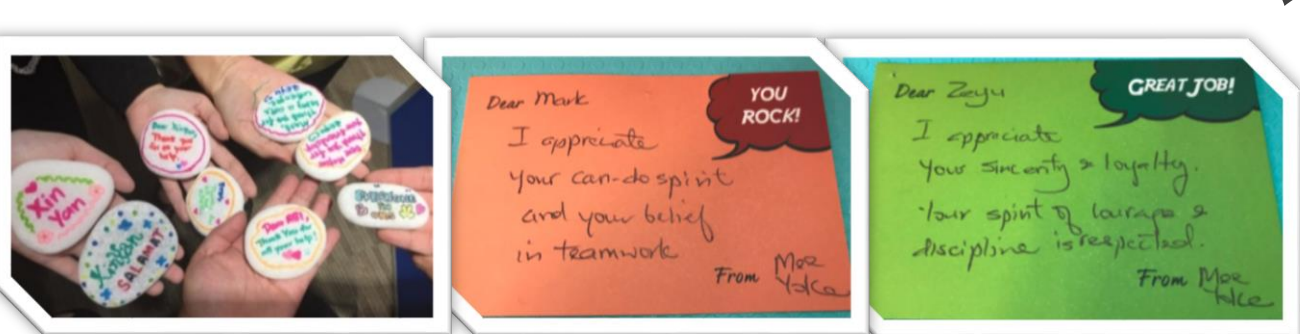
Let's Talk Session

- ✓ Each staff has regular one-on-one conversation sessions with senior leaders in ORS

STAFF APPRECIATION

- Increases employee happiness and satisfaction
- Allows employee to revisit their achievements and know what types of value-driven behaviour fuel recognition

Learn how to say 'Thank you' (brought to us by SingHealth HQ Staff Appreciation Committee)



- ✓ Unique / customised message to express sincerity & gratitude for colleagues' support and encouragement

LEARNING & GROWTH

- Catalyses self-improvement
- Gives perspective on staff career development and what tools & resources are needed to begin the next stage of their growth

Sponsored Overseas Program



ERM Education (Local)



Clinical Attachment

- ✓ To familiarize staff with clinical settings that can be applied to their respective areas of work



Staff Name	Location of Attachment	Date (Period)
Abigail Rimalos (Senior Executive)	Attachment at KKH • IPAS, Onco, WIP (Day 1) • CIP, TPM (Day 2) • OP, EP (Day 3)	2 – 4 September 2012
Tay Yong Huat (Manager)	Attachment with GRCO • SGH Department of Rehabilitation Medicine • BVH	8 & 13 March 2017
Zheng Zeyu (Assistant Manager)	Attachment with GRCO • BVH	15 March 2017
Chew Junfang (Assistant Manager)	Attachment with GRCO • SGH	10 April 2017
Lin Xinyan (Senior Associate Executive)	Attachment at SGH Camden • Orthopaedic Sports & Joint Centre • Health Assessment Centre	17 – 20 July 2017

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Areas where staff feels satisfied & should be maintained:

Learning & Growth

100% agreed that there are adequate learning & development opportunities to do their job well

Building Teamwork

83% Rated "Very Important" for teamwork & collaboration

Areas where staff feels ORS should aim to improve:

Communication

66% feels that current initiatives for "Speak-up culture" is "Somewhat Effective"

Recognition

33% would like to receive appropriate recognition

"Fear of retaliation & being judged" prevents staff from raising & escalating a concern

5 **Sharing & Learning:** Initiatives implemented & success stories after the employee engagement review was shared at the Senior Staff Management Meeting (Dec 2017)

CONCLUSION

Employee engagement is a long-term approach which should be measured periodically. It is not something that we pull out of the hat when the going gets tough. Especially, if a problem needs immediate rectification management, employees should be aware that the issues have been addressed and engagement is on the upswing. Creating a day-to-day experience that offers employees meaning, impact, connection and appreciation in their everyday work will lead to a culture of employee engagement. And **if culture comes first, performance will follow.**

