



Singapore Healthcare Management 2018

BUILDING SENGKANG GENERAL HOSPITAL'S MANPOWER RESOURCES AND CAPABILITIES



Human Resource
Serene Lee, Han Yong Ping, Angela Ng, Jasmine Chong & Katherine Chua

INTRODUCTION

The Sengkang General Hospital (SKH) is an integral part of the Singapore's Healthcare 2020 Masterplan to provide accessible, quality and affordable healthcare services to the residents in the northeast region of Singapore. The 1,000-bed hospital, slated to open in the second half of 2018, will provide comprehensive range of medical facilities and services and will be one of Singapore's largest regional hospitals. To adequately meet the healthcare needs of the community, SKH has been actively building and growing its healthcare manpower resources and capabilities to ensure the delivery of safe, integrated and quality patient care.



METHODOLOGY

SKH adopted a series of strategies to attract, build and grow its talents and manpower resources.

Employee Value Proposition (EVP) "I Choose to Shine"



To promote SKH as an Employer of Choice, "I Choose to Shine" EVP was launched in September 2015. The EVP enables us to appeal to like-minded talents that they will be provided with ample opportunities to shine with SKH.



Overseas Recruitment

Overseas Recruitment has enabled us to make up the shortfall in the supply of local healthcare professionals. It has also enabled us to attract Singaporean expatriates to return to Singapore.



Engagement with potential medical non-specialist candidates in Manila



Partnership with SingHealth institution to hire nurses from Malaysia and Philippines



Engagement session in UK to generate publicity for SingHealth & SKH

Career Fairs and Outreach Activities

Since 2013, HR has participated in over 150 career fairs and outreach activities. Such an intensive pace of running events has enabled our new hospital to be made known to job seekers as well as present healthcare as a career choice to many Singaporeans.



Career Matching Providers



Strong relationships has been established with career matching providers like Employment and Employability Institute (e2i) and Workforce Singapore (WSG) to reach out to local job seekers. Dedicated career fairs for SKH were organized in collaboration with e2i. SKH also championed an inaugural Networking Session in November 2017, attended by more than 20 career coaches from WSG and all 11 SingHealth institutions, to facilitate information sharing and enhance candidates' referral to SingHealth.

Leaders and Students as Talent Magnets and Ambassadors



SKH recruited and appointed a team of great clinical and administrative leaders who are talent magnets to attract talents into SKH.



A total of 12 employees who are scholars and former scholars / sponsored students, have also been appointed as Student Ambassadors to reach out to potential students and help increase awareness on SKH sponsorships and healthcare careers.

Scholarships and Sponsorships

Strong partnerships has been forged with MOH Holdings as well as tertiary institutions to build a healthy talent pipeline of healthcare professionals for SKH through scholarships and sponsorships. Regular engagement sessions such as the biannual Student Engagement & Prize Presentation Ceremony are organised to keep our existing scholars and sponsored students abreast of the latest developments in SKH.



Hub-and-Spoke Model

As part of the SingHealth family, SKH has the unique opportunity to collaborate with various SingHealth institutions to nest and train our staff so that they are well-equipped with the necessary skills and knowledge to serve our new hospital. The hub-and-spoke model also enables deployment of manpower across SingHealth institutions to meet the service needs of SKH.



Robust Employee Referral Scheme

A robust employee referral scheme has been put in place to reward employees who recommend suitable candidates to join SKH.



Job Rotation / Transfer

Leveraging on the collaborative spirit of SingHealth, SKH proactively partners with various SingHealth institutions to engage SingHealth staff who stay near Punggol / Sengkang areas to explore job opportunities in SKH. Staff of various SingHealth institutions have also been rotated to SKH, bringing valuable expertise and experience to assist in the planning of our new hospital.

Strategic Partnerships



Strong strategic partnership has been formed with hiring managers to develop optimal recruitment strategies to attract and build talents.

RESULTS

2,319

staff as of 31 May 2018



SKH has grown its manpower from scratch since its inception in August 2012. With an average manpower growth of 400 staff per year, it has steadily built up its manpower over the years.

54

local unemployed mid-career Professionals, Managers, Executive and Technicians (PMETs) were hired within 9 months, meeting MOH / SingHealth's 2017 target in helping Singaporeans stay employed.

A strong leadership team consisting of

27



1,095

staff nested and trained in other SingHealth institutions, enabling the imparting of skills and knowledge to SKH staff.



SKH has built a skilled and adequate healthcare workforce and are ready to commence a new chapter of healthcare in the northeast in the second half of 2018.

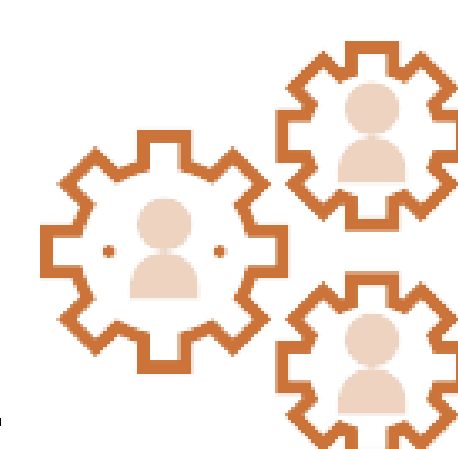
540

pre-service scholars and sponsored students, meeting MOH's recommended profile of not more than 25% of manpower as scholars / sponsored students



Greater synergy and deeper collaborations

have been achieved with other SingHealth institutions under the Hub-and-Spoke Model.



CONCLUSION

The multi-pronged strategies have enabled SKH to build a pool of skilled manpower to adequately meet the needs of the population when we open our doors to the public in the second half of 2018. As we continue to ramp up our manpower, it is paramount that we constantly explore innovative strategies to attract as well as retain our talents.