Background

In vocational psychology, mentoring has been found to benefit both mentees and mentors in job satisfaction, self-esteem, and organizational commitment (Gill & Roulet, 2019; Underhill, 2006). In healthcare, multiple studies have shown that mentoring significantly benefits healthcare professionals across specialties in career planning, professional connectedness, self-reflection and research skills (Efstathiou et al., 2018; Nagarur, O’Neill, Lawton, & Greenwald, 2018). With evidence that mentoring adds value to staff and the organization, we launched the SGH Mentoring Programme in 2018 together with all SingHealth institutions, starting by targeting the middle management.

Aims

1. Create, design and sustain a scalable mentoring programme through collaborative partnerships within 12 months.
2. Develop holistic resources that will provide end-to-end support for our mentees and mentors from training, matching, networking, and reflecting.

Problems

There was no existing mentoring framework to take reference from for the scale of programme faced by SGH, which will involve more than 400 mentees and mentors. Existing mentoring platforms were smaller in scale and provided either no training and resources, or conducted them in silo.

Results

Collaborative Partnerships are Enhanced

- Divisions that Allow Cross-Divisional Pairings: 83% Allow Cross-Divisional Pairings.
- Mentoring Partnerships: 70% Within-Division, 30% Cross-Division.
- Mentoring Platforms: 72% SGH Mentoring Programme, 28% Other Mentoring Platforms.
- 83% of SGH Divisions allowed mentees to choose mentors from other divisions.
- 30% of SGH mentees had mentors from a different division.
- 28% of SGH mentees are from mentoring platforms other than the SGH Mentoring Programme.

Usefulness of Holistic Resources

- Training Effectiveness: 93% Agree, 7% Disagree.
- Number of Views for Mentor List: 62 for FY18 Cycle 1, 424 for FY19 Cycle 1, 120 for FY19 Cycle 3.
- Number of Views for FAQs: 7 for FY18 Cycle 1, 69 for FY18 Cycle 1, 119 for FY19 Cycle 3.
- Increase in views of SGH’s full mentor list from FY18 Cycle 1 to FY19 Cycle 3.
- Increase in views of the FAQs from FY18 Cycle 1 to FY19 Cycle 3.

Conclusion

In 12 months, our approach enabled us to:
- Build and reinforce mentoring skillsets, toolsets, and shift mindsets
- Enhance collaboration - one of SGH’s core values - across divisions and mentoring platforms, resulting in greater synergy across specialties
- Develop useful, holistic resources for mentees and mentors
- Lay the foundation for a mentoring culture in SGH
- Achieve 324 mentoring matches* in FY18

* Based on mentees in the target Mentee Pool designated by SingHealth.

References


Methods

1. To address the first aim:
- Encouraged all division heads to allow:
  - Mentee choices
  - Cross-divisional matches
- Collaborated with existing mentoring platforms in SGH and SingHealth:
  - Allied Health Division
  - ACP Radiological Sciences
  - Emergency Medicine
  - Group Allied Health
  - Research Mentoring
- Designed a scalable mentoring programme to create an internal workgroup with members representing all staff categories to define how mentoring can be meaningful for our staff:
  - Administration
  - Medical
  - Nursing
  - Allied Health

2. To address the second aim:
- Resources and materials were developed and made accessible on infopedia:
  - Mentor Profiles
  - Mentee Profiles
  - Infographics
  - FAQs
  - Learning Plan
  - Insights Journal
- Structured framework and execution through thorough research from organizational psychology and other corporate programmes:
  - Journal of Organizational Behaviour
  - Journal of Hospital Medicine
  - Massachusetts General Hospital
  - Chronus

- To align with SingHealth’s learning objectives for mentees and mentors, we:
  - Worked closely with an external consultant to contextualise training for healthcare
  - Made training available to staff in other mentoring platforms in SGH.

- To cater to mentors with tight schedules, we co-designed a 2-hour Power-Packed Refresher of mentoring skills with our trainer, which is offered only by SGH. Staff may also choose to attend full-day Mentor Training or half-day Mentor Coaching.

GIO, CFO, Prof Chew, Prof Ruban & Prof Tan Bien Soo at February 2019’s Networking Session.

Mentor coaching was offered to mentors mid-way of their mentoring.

Mentors exchange tips and receive coaching in a 3-hour booster session.

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