



**Singapore Healthcare Management 2017**

# SGH CONVERSATIONS

## Effective Leadership Engagement with Staff



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### Introduction

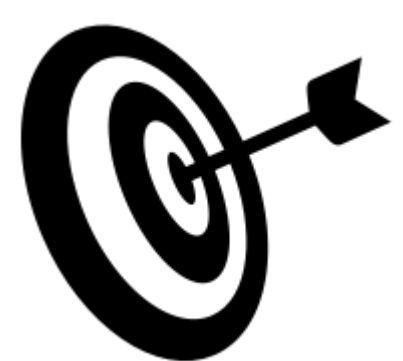
The importance of face-to-face communication and human interaction in building trust is often overlooked in our bid for efficiency in an increasingly time-scarce and digital world. With over 10,000 staff across a myriad of professions and nationalities in Singapore General Hospital (SGH), it is crucial that in-person communication is employed effectively to engage staff and anchor them to the Ministry of Health's, SingHealth's and SGH's Priorities in our journey to make SGH a place of excellence.

It is also imperative for our more than 1,500 staff in supervisory roles to be armed with information on the organisation's strategic directives for timely dissemination to the larger staff population. The knowledge empowers them to engage their staff and to address findings from the last Employee Engagement Survey which showed gaps in communication between supervisors and their staff. These efforts complement other staff communication such as leadership memos and announcements.

### Objectives

- Engage leaders, supervisors and managers on the ground
- Recognise and celebrate achievements by the various professions
- Cascade the SGH priorities and strategic directions
- Receive direct feedback from staff
- Directly address concerns and clarify misinformation or misconceptions

### Methodology



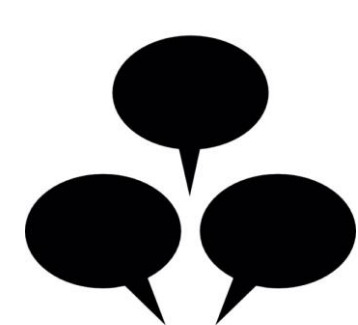
#### Audience

Supervisory staff starting from Associate Consultants, Principal Allied Health Professionals (AHPs), Assistant Managers, and Assistant Nurse Clinicians, were invited to attend one of 25 sessions scheduled from August 2016 to May 2017.



#### Format

Sessions were capped at 70 pax to encourage intimate discussions. Each session adopted an inter-profession approach to reflect actual team-based work environments. The content presented was anchored on the SGH Priorities and made relevant to the attendees through presentations customised to their profession.



#### Engagement

Participants were given a link on the intranet (Infopedia) to submit questions at the point of registration. Slido.com (Fig. 1), a real-time online audience interaction platform, was deployed to facilitate the Question and Answer segment during each session. Feedback forms (Fig. 2) were also used to solicit information about the content and format of the sessions and for participants to raise feedback.

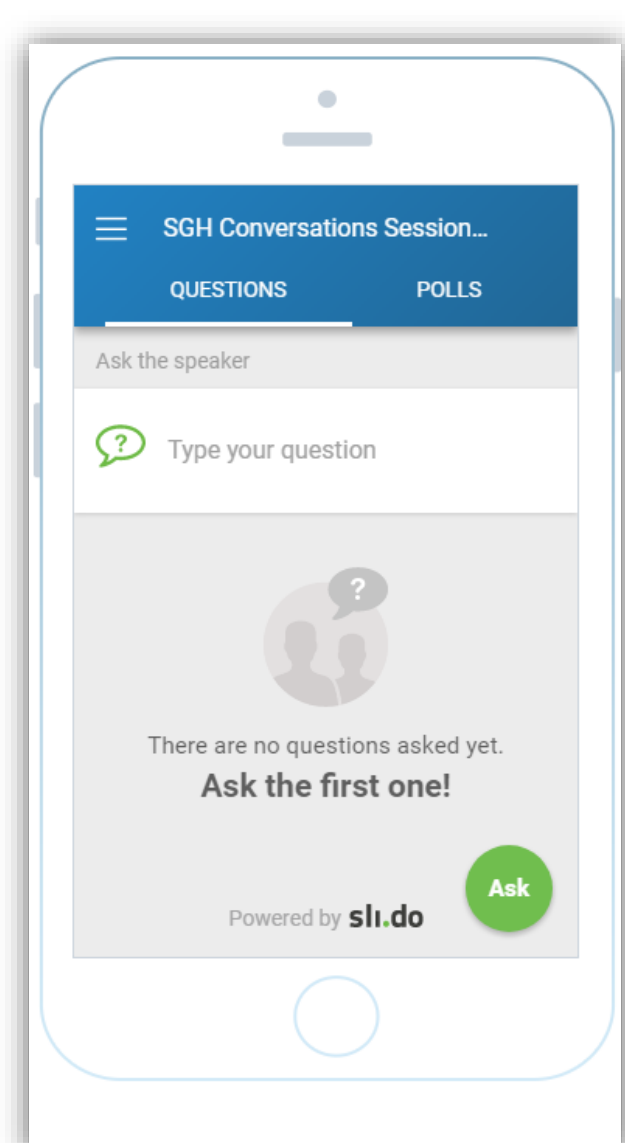


Fig. 1: Slido.com

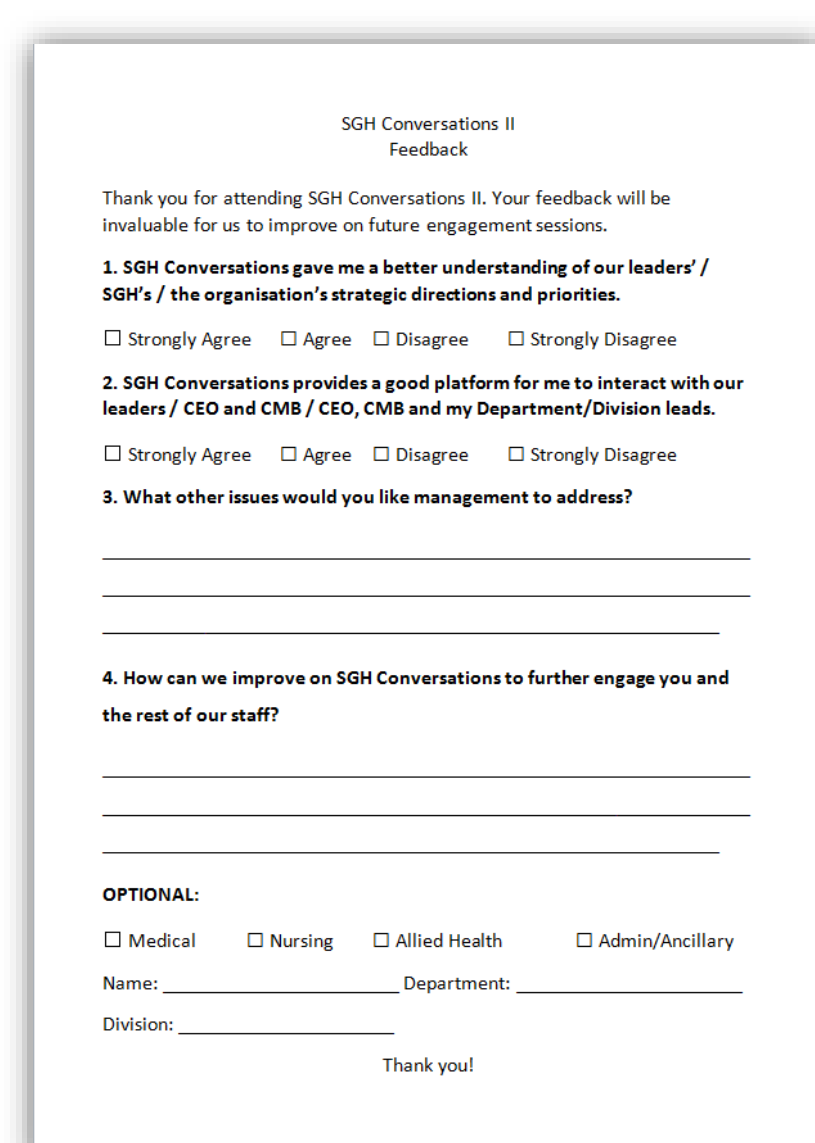
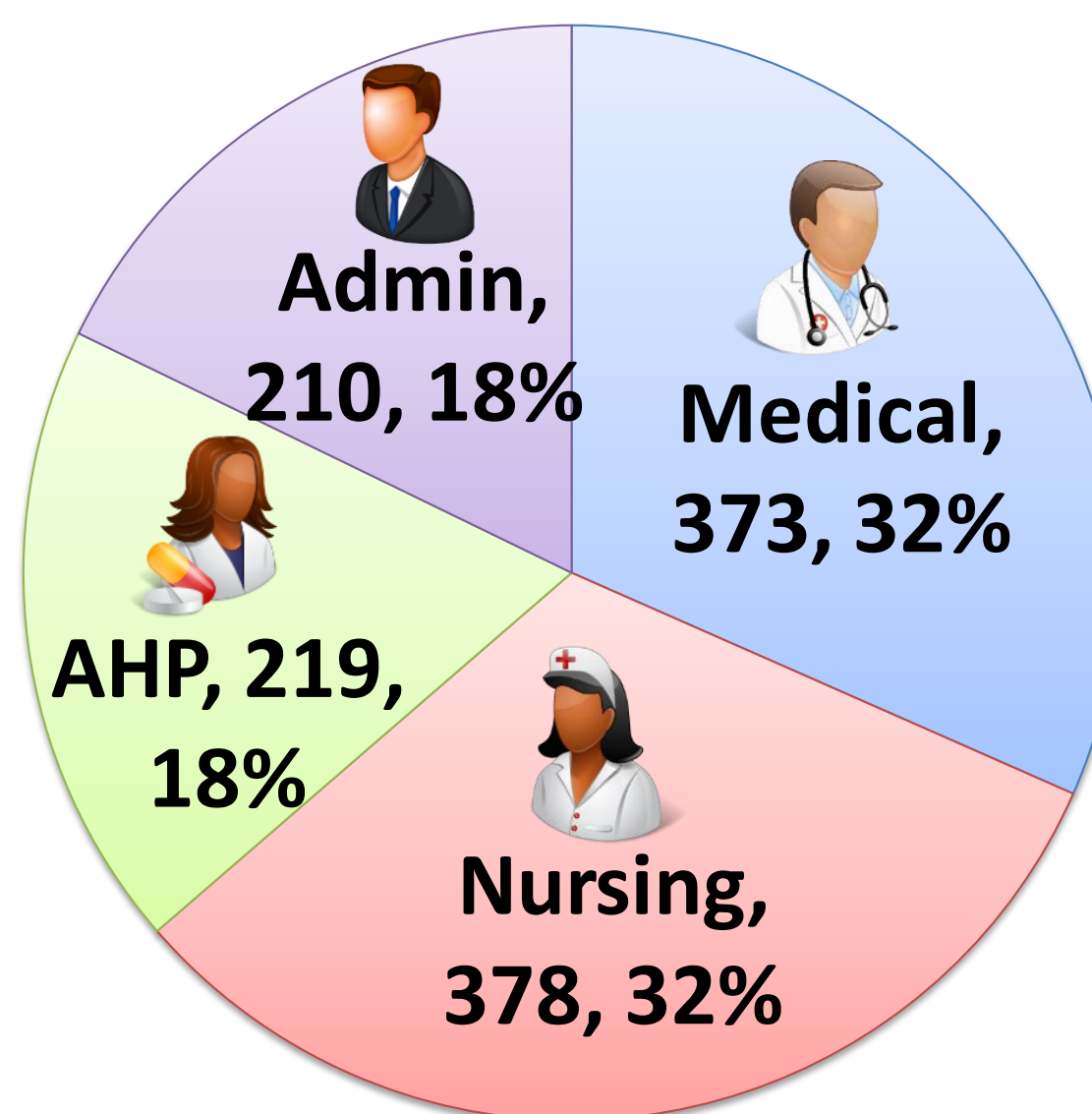


Fig. 2: Feedback form

### Results

A total of **1,180** staff were engaged over 25 sessions, comprising 373 Medical, 378 Nursing, 219 AHPs and 210 Administrators.



Based on the 206 completed feedback forms: **99%** expressed that the SGH Conversations provided them with a **better understanding** of the **organisation's strategic directions and priorities**.

**96%** felt that SGH Conversations provided a **good platform** for them to **interact with CEO, CMB and their Department/Division leads**.

The Q&A segment saw an average of 5 – 6 issues raised at each session which were addressed by CEO and CMB personally. Issues raised which required relevant domain leads advice, were circulated to them for their response and to close the loop with the session's participants.



#### What participants said...

*Happy with the current coordination and updates. Proud to be led by humble yet professional leaders (CMB, CEO).*

*Good conversation and interaction. Should have this yearly update.*

*Keep up the good job! Approachable leaders with a listening ear will keep us motivated and inspired to do more for our patients in SGH.*

*Engage all levels of staff not just leaders*

*Longer session, more time for Q&A*

*Toolkit for leaders to disseminate the slides & information*

### Conclusion

The SGH Conversations allowed staff to understand and align with national directives and the SGH Priorities, as well as appreciate the rationale, considerations and leadership thought process behind decisions made. To reach out to staff beyond the attendees of SGH Conversations, commonly asked questions and managements' responses will also be featured in other channels such as staff newsletters and leadership notes to staff so that the information is widely accessible.

Concurrently, understanding the ground sentiments will help leadership make SGH a place where staff feel valued and engaged, and foster dynamic discussions to facilitate strategic planning at the upcoming biennial Management retreat.