



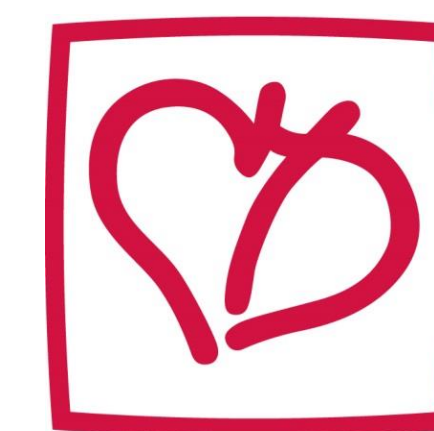
**Singapore Healthcare Management 2017**

# 1

## Consolidated Nomination Exercise For NHCS Staff for Formal Certification, Fellowship and Leadership Development Programmes

### Human Resource Department

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## INTRODUCTION & BACKGROUND

Nomination calls for various Formal Certification, Fellowship and Leadership Development Programmes were spread over different times of the year. Each nomination call for the different programmes leads to different administrative timelines to adhere to. The nominations were submitted to senior management on ad-hoc basis for approval.

### Challenges Faced By

#### Senior Management



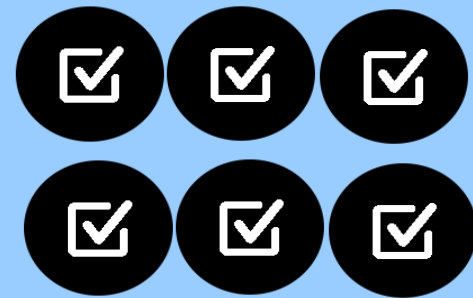
- The nominations that came in on ad-hoc basis made it difficult for senior management to see the "bigger picture" and thus unable to effectively assess the cases

#### Department



- Department frequently confused over various types of funding and timelines.
- Clarifications required for department to plan for their staff's development

#### Human Resource



- HR needed to seek endorsements from senior management multiple times over the year
- This led to lower productivity at work.

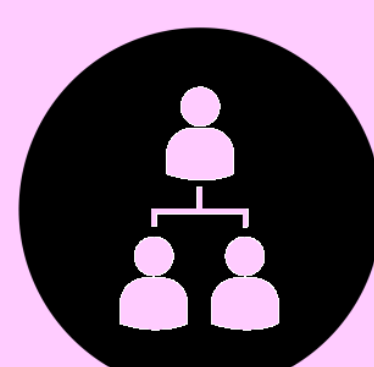


## AIMS OF CHANGE

Ensure forward planning for department's Formal, Fellowship and Leadership Nominations



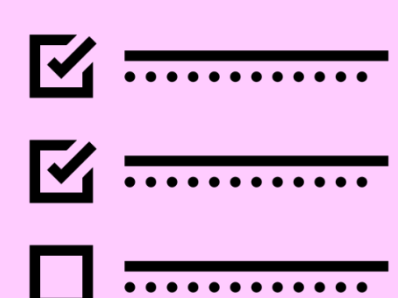
Optimal utilisation of external sources of funding (SHS TDF, MOH) for staff development



Clearer overview of sponsorships for Senior Management and HODs in staff development and succession plan



Ensure judiciousness in Formal Certification, Fellowship and Leadership sponsorships.



Higher work efficiency for NHCS Human Resource (and all departments)

## STREAMLINING AND REVIEWS

Jun - Dec 15

### LOOKING INTO THE PROBLEM & SOURCING FOR SOLUTIONS



Review on feedback received and internal discussions to improve internal processes



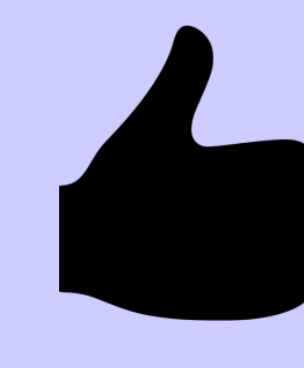
Benchmarking and reference taken from other institutions (SGH, KKH and SHS)

Jan - Feb 16

### SEEKING MANAGEMENT SUPPORT



Discussion with Senior Management on the proposed revised process



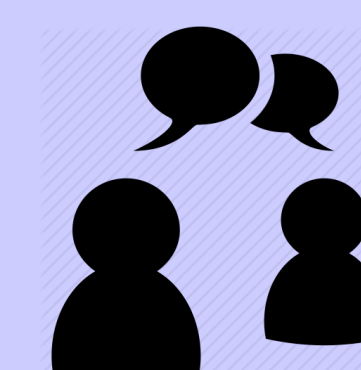
Management endorsed proposed nomination process by HR

Mar 16

### COMMUNICATION OF CHANGES TO DEPARTMENTS



Email Broadcast to HODs



Shared with HODs during Operations Meeting. HODs had the opportunity to clarify with HR directly.

## METHODOLOGY

## RESULTS

AT LEAST ~~7~~ DIFFERENT NOMINATION CALLS IN 1 YEAR

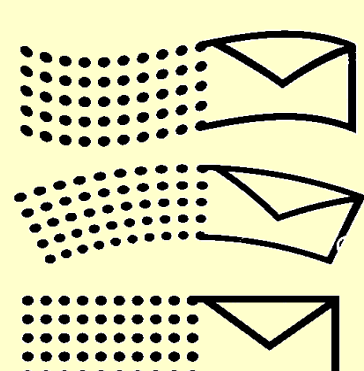
**1** NOMINATION CALL FOR ALL FORMAL CERTIFICATION, FELLOWSHIP AND LEADERSHIP PROGRAMMES IN THE FINANCIAL YEAR



Adequate time for HODs to discuss and plan staff's career advancement and department's succession plan



Clearer overview of Formal Certification, Fellowship and Leadership Programme nominations



Reduced multiple emails from different sources on different grant calls



Easier tracking of deadlines for different nominations reduced human errors

## REVISED PROCESS

All Formal Certification, Fellowship, Leadership Development Programme Nominations are submitted 1.5 years in advance

For programmes commencing in this period

**1** nomination call in a year

Nomination/Approval/Other Administrative Processes

All nominations will be submitted to HR accordingly upon each nomination call.

Eg. Submit Nominations to SHS for HMDP/TDF

1 Training Year

1 Training Year

## CONCLUSION

The revised nomination process had been rolled out since 2016, and has entered the second year of the revised nomination cycle. There has been positive feedback, and NHCS HR will continue to engage the HODs to further refine the process.

### Feedback from Senior Management

The consolidated nominations gave a clearer big picture of the Formal, Fellowship and Leadership Programmes for the year. It has facilitated their assessment and judgment in the nominations. The whole process is also more time efficient for them.

### Feedback from HODs

The new process is easy to understand. In addition, the streamlined nomination process improved their efficiency and planning for career advancement and succession planning.