



Cluster Nursing Talent Management and Development

Singapore Healthcare Management 2017

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Background

Talent management has become an important strategy in organisation and an important step in succession planning. Proactively managing and developing these nursing talents is necessary for effective succession planning. With the expansion of SingHealth services and the growing needs of nursing leaders, the project aims to better structure the process to identify and develop nurses for higher leadership positions. The team worked to develop a talent identification and management framework for the senior nurses-- Senior Nurse Managers to Deputy Nursing Directors.

Methodology

The team comprising staff from the Strategic HR department and Group Nursing worked to first identify the target pool of nurses to be evaluated on their potential. Based on the needs for succession planning, the team decided to focus on the senior nursing management from each institutions to perform the potential evaluation. In order to tighten the selection process, the team also added performance grading as a filter.

The potential to assume higher positions was then evaluated through the Potential Evaluation Form (PEF). The PEF is made up of assessment in the following areas—HEAD, HEART and HAND which focuses on orientation of values, intellectual qualities and achievement orientation respectively and an assessment of the readiness of staff. Based on the criteria, the staff from the different categories will be assessed by their supervisors and close working colleagues through the PEF (assessed by 2-3 assessors) to provide a holistic perspective of the staff's potential.

With the potential and performance scores, the talents for each designations were placed into the 4 box grid-- adapted from Dr Rothwell's Talent Management Grid (see Fig. 1)

- High potential and high performance
- High potential and good performance
- Good potential and high performance
- Good potential and good performance

Analysis of the staff for each designation is done on two levels:

- Individual institution
- Across institutions

A Nursing Talent Review Board (NTRB) consisting of Chief Nurses and Nursing Directors was convened to review the information. Individualised staff profiles (Fig 2.) were created for the identified high potential and high performance staff. This allows the NTRB to have a comprehensive discussion on the strengths, areas for improvement and developments required for the individual over the next year.

Based on the areas identified for improvement and the needs of the potential position, the NTRB discussed the development plans such as job rotations, mentoring and leadership development training program for each individual. The proposed activities were documented and tracked at cluster level.

Result

The framework gives a formalised structure to identification and management of nursing talent at the cluster level. It provides leadership a snapshot on the talent spread and gaps which is critical for succession planning-- areas that are lean in talent numbers can be spotted early for necessary intervention. The individualised learning plan provides a structured way to review the developmental needs of the staff and helps track the staff's training developments which will be reported at the next NTRB.

Conclusion

This framework was found effective and useful to the Nursing leaders. The same framework will be adopted in a similar project for the Nurse Managers and equivalent.

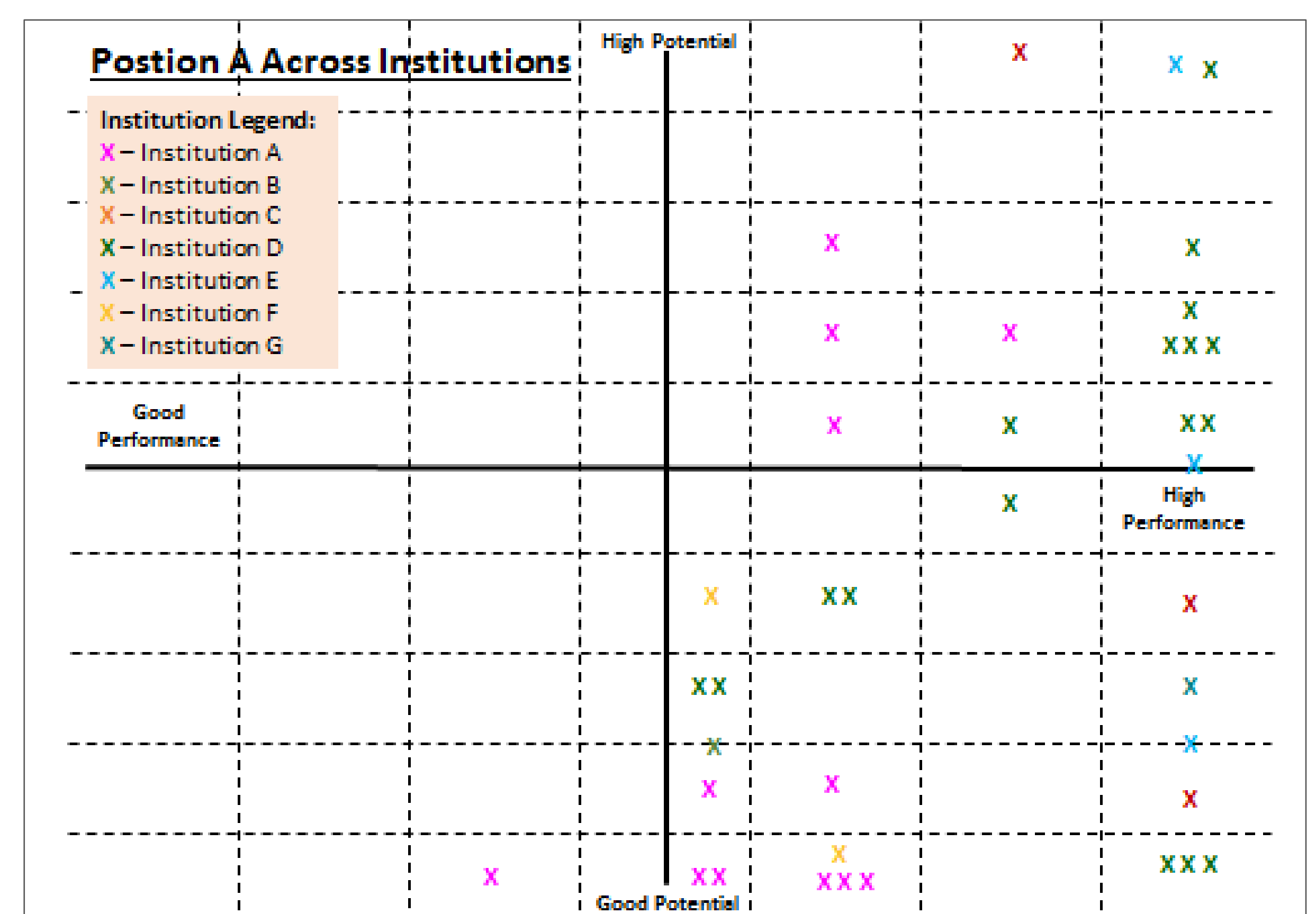


Fig 1: 4 box grid-- due to the sensitivity of data the position and institutions have been masked and the names of staff removed

Photo	Name [Age]		Performance Grade			
	Institution		FY13	A		
	Designation		FY14	A		
	Years in Position		FY15	A		
Potential Evaluation						
Head	Heart	Hand	Overall	Next 5 Years	Likelihood of DN	Years to DN
15	17	16	48	Remain	Possibly	—
17	16	19	52	Promote	Likely	2
19	16	17	52	Promote	Highly Likely	2
17.0	16.3	17.3	50.6			
Past Leadership Training						
FY12	FY13	FY14	FY15	FY16		
-	-	• Organisational Leadership Program	• Graduate Diploma in Healthcare Management & Leadership	• Leading Successful Change (INSEAD)		
Strengths		Areas of Improvement		Individual Developmental Priorities/Plans		
<ul style="list-style-type: none"> • Committed & reliable • Can lead & influence the team • Quick-witted • Write and speak well • Outcomes driven • Analytical 		<ul style="list-style-type: none"> • Reactive at times • Helicopter quality/breadth of vision. 		<ul style="list-style-type: none"> • 2018 Considered for rotation to NCCS for 2 years stint • To be mentored by CN SHP • FY18 to be nominated to attend MOHH Dynamic Governance 		

Fig 2: Individualized Staff Profile created for high potential and high performance staff