

## BACKGROUND

In August 2011, MOH appointed SingHealth as the Agent to plan, manage and develop the new Sengkang Project, comprising the 800-bed Sengkang General Hospital (SKGH), the 400-bed Sengkang Community Hospital (SKCH) and the overall integration of care in the northeast region by 2018. This project aimed to develop strategic manpower plans and strategies for the two new hospitals, and in the interim, the Alexandra Hospital (AH) as the nesting ground by end-2014.



**End-2014**



**2018**

## METHODOLOGIES

The Strategic Workforce Planning (SWP) Model was adopted to govern the project. It provides a formal and systematic process for connecting business strategy (i.e. the Sengkang Project) with HR strategy and HR practices. Depending on the scenarios, workforce demand are projected based on the prevailing market benchmarks from the environmental scan and segmented into different roles (i.e. clinicians, nurses, allied health professionals, administrators and ancillary staff). The gap analysis on the current state will be performed annually to determine the necessary action plans, which are monitored periodically throughout the project.

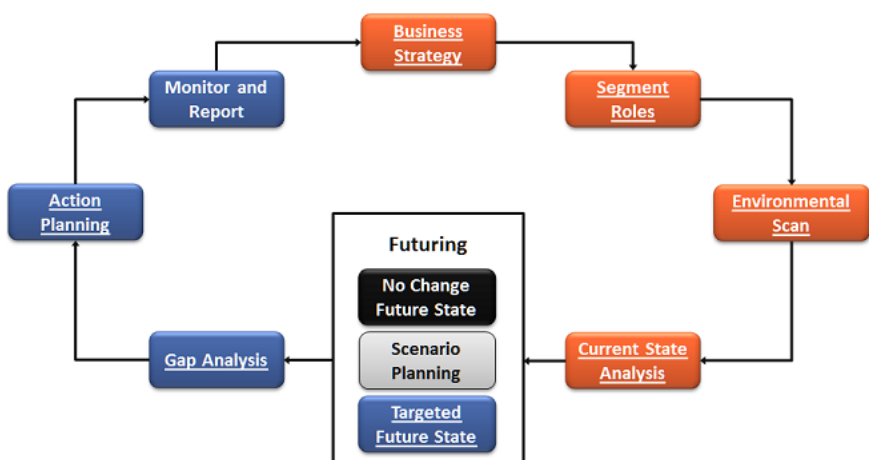


Diagram 1: Strategic Workforce Planning (SWP) Model

Prior to implementation, Strategic Human Resource (SHR) ensured that 3 essential HR drivers, namely budget, people and processes, were put in place. These included efforts to request manpower budget from MOH, to secure buy-in from all relevant stakeholders and to institute proper administrative standard operating procedures (SOPs) for all parties involved.

### Budget

- Manpower
- Recruitment & Onboarding
- Salary Increment
- Promotion Increment
- Scholarship & Sponsorship

### Stakeholders

- Pro-tem Committee
- Medical Community
- Nursing Community
- Allied Health Community
- Finance Community
- Ops Community
- HR Community
- GME Office
- MOH/H
- External

### Processes

- Market Benchmark
- Manpower Reports
- Fund Disbursement
- Single Point-of-Contact
- Change Requests

## RESULTS

In less than 8 months, SHR finalised the multi-year manpower hiring and scholarship plans for the Sengkang Project and obtained a total seed funding of \$84M from MOH for FY12-13 implementation. SGH would be the anchor nesting institution, along with other SingHealth institutions to augment the gap. Recruitment and scholarship drives were well underway, with 89% hiring achievement for FY12.

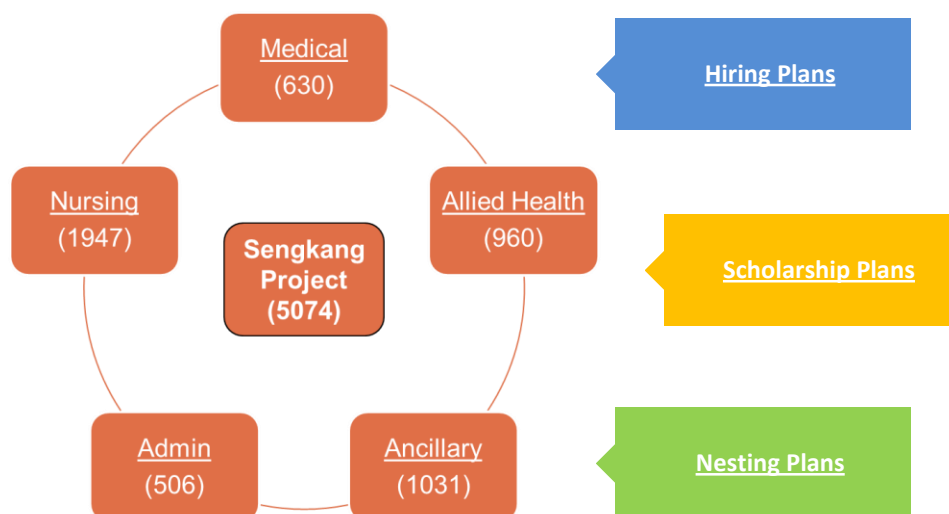


Chart 1: Manpower for the Sengkang Project



## CONCLUSION

The Sengkang Project is one of the key priority areas for SingHealth to provide integrated care delivery in the northeast region of Singapore. The manpower plans and strategies will help to ensure adequate and well-trained healthcare workforce amidst the challenging climate of rapid healthcare infrastructure expansion in the near future.

## FUTURE WORK

The infrastructure design and model of care for the Sengkang Project are still evolving over time. Moving in tandem, the workforce planning effort will continue in support of the new business strategy. Reviews of the FY13 manpower plans were completed and approved by MOH in March 2013. The multi-year scholarship plans were also reviewed and submitted to MOH for approval in June 2013.

The manpower funding for FY14 and beyond will be reviewed subsequently when Sengkang Health takes over operations at AH to account for additional funding streams from subvention and patient revenue.