Evaluation of SingHealth Core Leadership Milestone Programs

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Introduction

The SingHealth Core Leadership Milestone Programs consist of Self Leadership Program (SLP), Team Leadership Program (TLP) and Organisational Leadership Program (OLP). The objective is to raise the collective level of leadership effectiveness amongst all staff and leaders in SingHealth. The aim of the SLP is to raise participants' awareness of their core strengths and development opportunities, and to strengthen their personal vision and purpose for serving in healthcare. The TLP aims to develop team leaders with the capability to build cohesive and committed teams to deliver high quality services and results. Lastly, the OLP is designed to equip senior leaders with the tools of systems thinking, dealing with complexity and managing change at the organisational level. To date, about 1000 participants have participated in the programs and have given very positive feedback (average 4.7 out of 5.0) in terms of program satisfaction. However, it is important to evaluate the programs beyond program satisfaction. SingHealth has evaluated these programs in terms of impact on participants' behaviours, engagement and motivation at the workplace, and these studies are described below.

Self Leadership Program

Method

Pre-and-Post Program Questionnaire

146 participants (84% response rate) returned the Pre-and-Post Self Leadership Inventory (SLI) at, respectively 1 week before and 1 month after attendance at the program. Participants rated 17 questions on their own competencies of Self Awareness, Personal Mastery and Professionalism.

Post-Program Workplace Impact Assessment

The post-program evaluation also included another 12 questions on their levels of Happiness, Job Engagement, Job Commitment and Organisation Commitment.
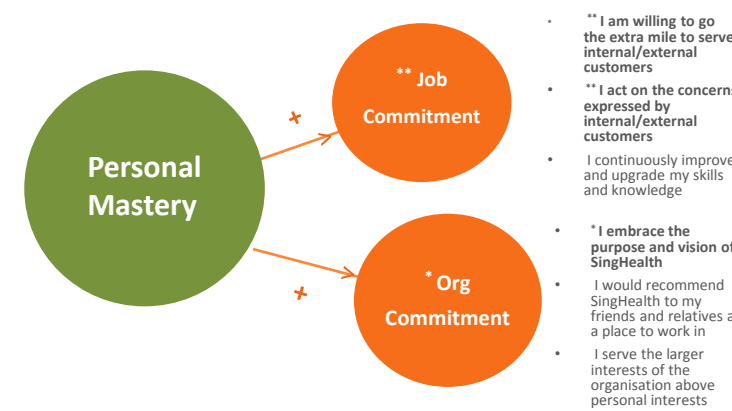
End of Program Interview

5 participants were randomly selected from every run of the program and answered open-ended questions about the impact of SLP on them.

Results

Participants reported significant improvements in all three self leadership competencies. Personal Mastery, which refers to having clarity in personal vision and purpose in work and life, emerged as the competency that showed the highest improvement. Participants also reported stronger insight into their personal strengths and blind spots, and how they can leverage or adapt. Personal Mastery was also shown to be positively and significantly correlated with Job and Organisation Commitment. The end of program qualitative interviews supported our quantitative findings.

Self Leadership Competencies	Pre-Test (Mean)	Post-Test (Mean)	Difference
Personal Mastery	4.4	**5.0	**0.6
Self-Awareness	4.7	**5.1	**0.4
Professionalism	4.8	**5.1	**0.3

Personal Mastery Drives Job and Org Commitment

- ** I am willing to go the extra mile to serve internal/external customers
- ** I act on the concerns expressed by internal/external customers
- I continuously improve and upgrade my skills and knowledge
- * I embrace the purpose and vision of SingHealth
- I would recommend SingHealth to my friends and relatives as a place to work in
- I serve the larger interests of the organisation above personal interests

What does it mean for our healthcare workplace?
What are experienced medical professionals observing?

"There is that constant erosion of the ideals and values that motivated doctors take up medicine in the first place - leaving them exhausted and disillusioned. So what might be needed - other than the usual strategies of personal stress reduction and resilience training - is to enable doctors to have a sense of better control. They need help to identify what they value, and connect with what is most meaningful in their work."

Prof Chong Siow Ann, Vice-Chairman on Medical Board (Research) at Institute of Mental Health "Work, Stress and Burnout " The Straits Times, 16 May 2014

***Food for Thought:** Clarity in purpose and values buffers medical professionals against burnout, and helps them reconnect with why they join healthcare in the first place, and commit to stay and fight on.*

Team Leadership Program

Method

Pre-and-Post Program Questionnaire

25 TLP participants (leaders) were randomly chosen and their team members were asked to rate their team climate at 2 weeks before and 6 months after the program (total 68 team members, average of 2.7 members per leader). They did this using a Team Success Questionnaire (TSQ) that comprises 51 questions on 10 success factors of an effective team. The purpose was to evaluate the team leaders in impacting the team climate, after they attended the TLP.

Post-Program Workplace Impact Assessment

The post-program evaluation also included another 12 questions on their levels of Happiness, Job Engagement, Job Commitment and Organisation Commitment.
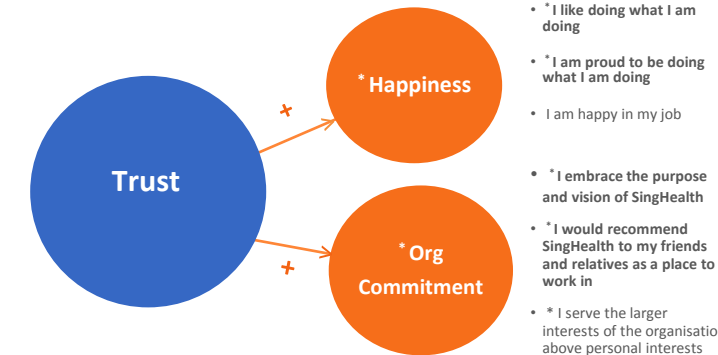
End of Program Interview

5 TLP participants were also randomly selected from every run of the program for a total of 25 interviewees, and they answered open-ended questions about the impact of TLP on themselves and their team. Content analysis of the interviewees' responses was done to sieve out the most common themes and change of behaviours reported.

Results

For the Pre-Post Team Climate questionnaire, team members reported significant improvements in 8 out of 10 team success factors over a 6-month period. Trust and Communications emerged as the top two factors that showed the highest improvements. Quality of relationships, having confidence in each other's capability, supporting each other, and being able to have open and honest conversations stood out as the key improvements. A stronger results orientation and learning environment were also observed. Trust was also shown to be positively and significantly correlated with self-reported Happiness and Organisation Commitment. From the qualitative interviews, the most common behaviours reported were that team leaders spent more time in engaging the team, encouraging stronger interactions amongst team members, listening and considering alternative perspectives, and coaching them.

Team Success Factors	Pre-Test (Mean)	Post-Test (Mean)	Difference
1. Trust	3.9	**4.4	**0.5
2. Communication	3.8	**4.2	**0.4
3. Learning and Development	3.9	*4.2	*0.3
4. Results Oriented	3.8	*4.1	*0.3
5. Collaboration	3.9	*4.2	*0.3
6. Building a Shared Vision	3.9	*4.2	*0.3
7. Empathy	4.0	*4.3	*0.3
8. Integrity	3.9	*4.2	*0.3
9. Empowerment (no impact)	3.8	4.0	0.2
10. Innovation (no impact)	3.8	4.0	0.2

Team Leaders have a Key Role in Building Trust, an Open and Safe Environment where Staff can Flourish and Perform

- * I like doing what I am doing
- * I am proud to be doing what I am doing
- I am happy in my job
- * I embrace the purpose and vision of SingHealth
- * I would recommend SingHealth to my friends and relatives as a place to work in
- * I serve the larger interests of the organisation above personal interests

***Food for Thought:** It's no longer just about "command and control". As we move towards a multi-disciplinary and collaborative environment, a more open and engaging leadership style is crucial.*

Organisational Leadership Program

Method

End of Program Interview

25 participants were randomly selected and asked open-ended questions about impact of OLP on their self, others around them and the organisation. Content analysis of the interviewees' responses was done to sieve out the most common themes and change of behaviours reported.

Results

Key impact and behavioural change reported by participants:

- Building stronger alignment of organisational vision and mission within their department/broader institution by engaging staff on the ground.
- Driving change at the systems level towards a leaner, flatter and more collaborative organisation.
- Building collaborations with different departments/institutions
- Providing stewardship for the future.

Key Conclusions

- The Core Leadership Milestone Programs have delivered value as participants have demonstrated sustained improvements in their self, team and organisational leadership competencies, beyond program satisfaction.

- Personal Mastery is strongly linked to Job and Organisational Commitment. It is important that **employees** find meaning and purpose in their daily work to cope with work stress and engender commitment.

- **Team leaders** have a crucial role in building trust and positive relationships, to create more engaged and committed teams.

- **Organisational leaders** need to work more at the systems level, collaborate across silos, and engage people at all levels to make real change happen.

- The quality of leadership makes or breaks the organisation.

"Be the change you wish to see in the world"

Mahatma Gandhi, 1869-1948

Legend

* Significant correlations at (p < .05)
** Significant correlations at (p < .01)