

## Introduction

As a follow-up to 2010 KKH Strategic Planning Retreat and recommendation by the Leadership workgroup, KKH established the mentoring framework in 2011 with the Clinician Chapter. This mentoring programme aimed to develop the organisational leadership potential of clinical leaders in KKH.

## Objectives

The KKH Mentoring programme for Clinical Leaders was established with the following objectives:

- To encourage a culture of learning, nurturing and development across KKH.
- To support the identification and development of leadership, succession planning and talent management in KKH.
- To accelerate the learning process of our mentees in leadership development.
- To provide support and guidance during development.

## Methodology

Focus groups were conducted in 2011 to clarify on what needs to be done to strengthen mentorship in KKH for leadership development. Thereafter, the mentorship structure for Clinical Leaders was established.

The mentoring programme was launched for the medical staff with mentors and mentees identified. The mentoring relationship will last for one-year and they are expected to schedule 6 meetings decided by the mentor and mentee.

Participants attended the mentoring training workshops for Mentors and Mentees respectively to prepare them for their role as a mentor or mentee. The fundamental of the mentoring training is based on the GROW model.



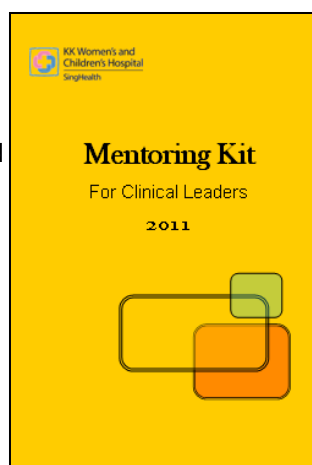
*GROW model in the mentoring process*

A specially developed Mentoring Kit was developed internally and distributed to all participants to assist them in their mentoring journey.

Resources for the Clinicians to assist them in their mentoring journey include:

- Mentoring Agreement Form
- Goals for Mentoring Partnership
- First Meeting Tool
- Development Plan
- Meeting Tool

Appointment letters were also distributed to both mentors and mentees to formally establish their mentoring relationship for the one year period. Two cycles of mentoring partnerships for the Clinical Leaders were conducted in August and December 2011. (Cycle 1 - 25 pairs and Cycle 2 - 37 pairs).



## Results

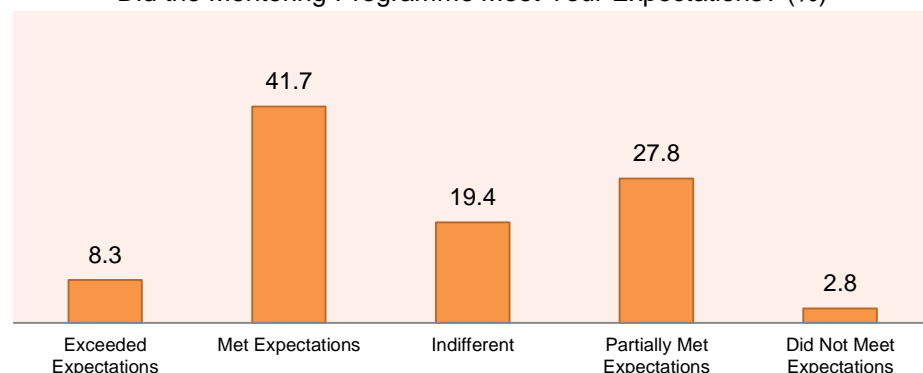
At the end of the 2 mentoring cycles, these were some of the feedback received:

- Enabled open sharing of challenges / difficulties faced
- Improved inter-personal relationship and morale
- Fruitful experience, good to have someone senior to guide me through their wisdom
- Learn to see things from different perspectives; getting to hear how someone views my own strengths and weakness

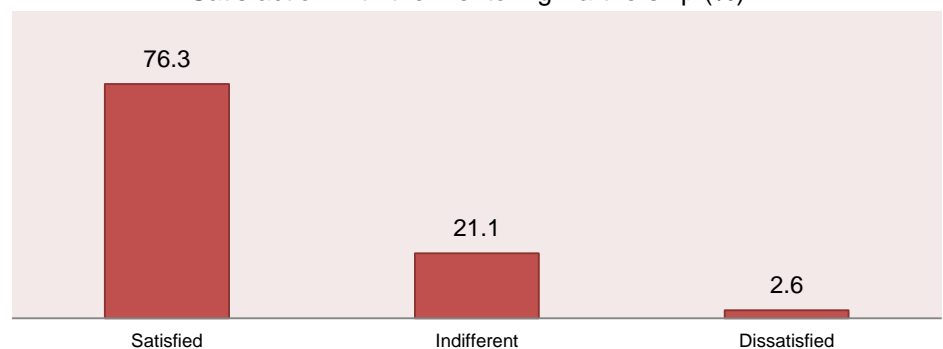


Overall, the mentoring partnership allows for the transfer of knowledge in leadership development and enhances interpersonal relationship.

Did the Mentoring Programme Meet Your Expectations? (%)



Satisfaction with the Mentoring Partnership (%)



For reasons where the programme did not meet staff expectations or dissatisfied with the programme – generally it was challenging for both mentors and mentees to carve out time to meet.

## Conclusion

The KKH mentoring initiative was a success for the Clinician Chapter. There was also sharing of our mentoring framework and kit with the SingHealth Group Finance.

KKH Mentoring has been extended to the nursing staff (Nursing Chapter). In addition, we have commenced Cycle 3 for the Clinicians (1 April 2014 to 31 March 2015). Leadership mentoring Programme for NPA<sup>3</sup> staff (Nursing, Pharmacists, Allied Health, Administrative and Ancillary) is also in the pipeline to commence in September 2014.



Mentor Appreciation Session in January 2014

