



SGH Team Connect – Timely and consistent face-to-face communication with all staff!

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Introduction and Background

Key discussion topics brought up at Senior Management platforms were not easily or consistently communicated to staff due to the need to comb through copious meeting materials to distil sharing points. Hence, it was a challenge for permeation of key information and collection of feedback to be carried out timely and regularly within the wider SGH community.

Aim

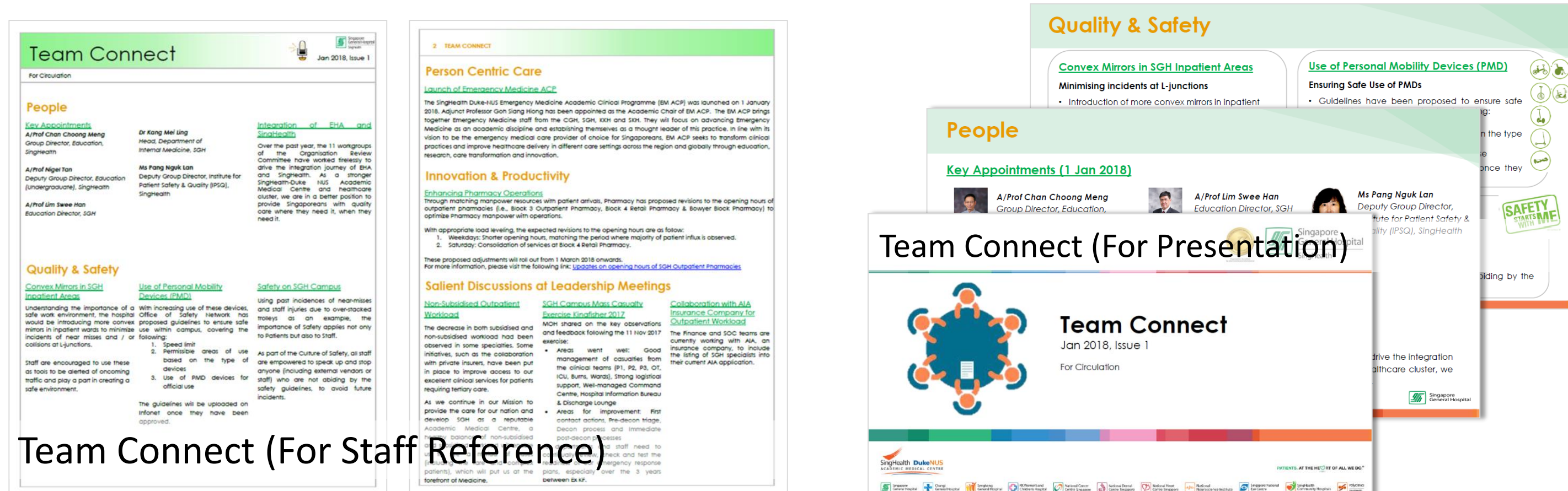
To develop a useful communication tool and approach, to promote upwards, downwards and sideways communication within the huge organisation to achieve:

1. Greater awareness of key hospital developments
2. Accurate and consistent messaging of key discussion topics from management platforms
3. Shared sense of mission, vision and collective involvement within a huge organisation

Methodology

SGH Team Connect – The Tool

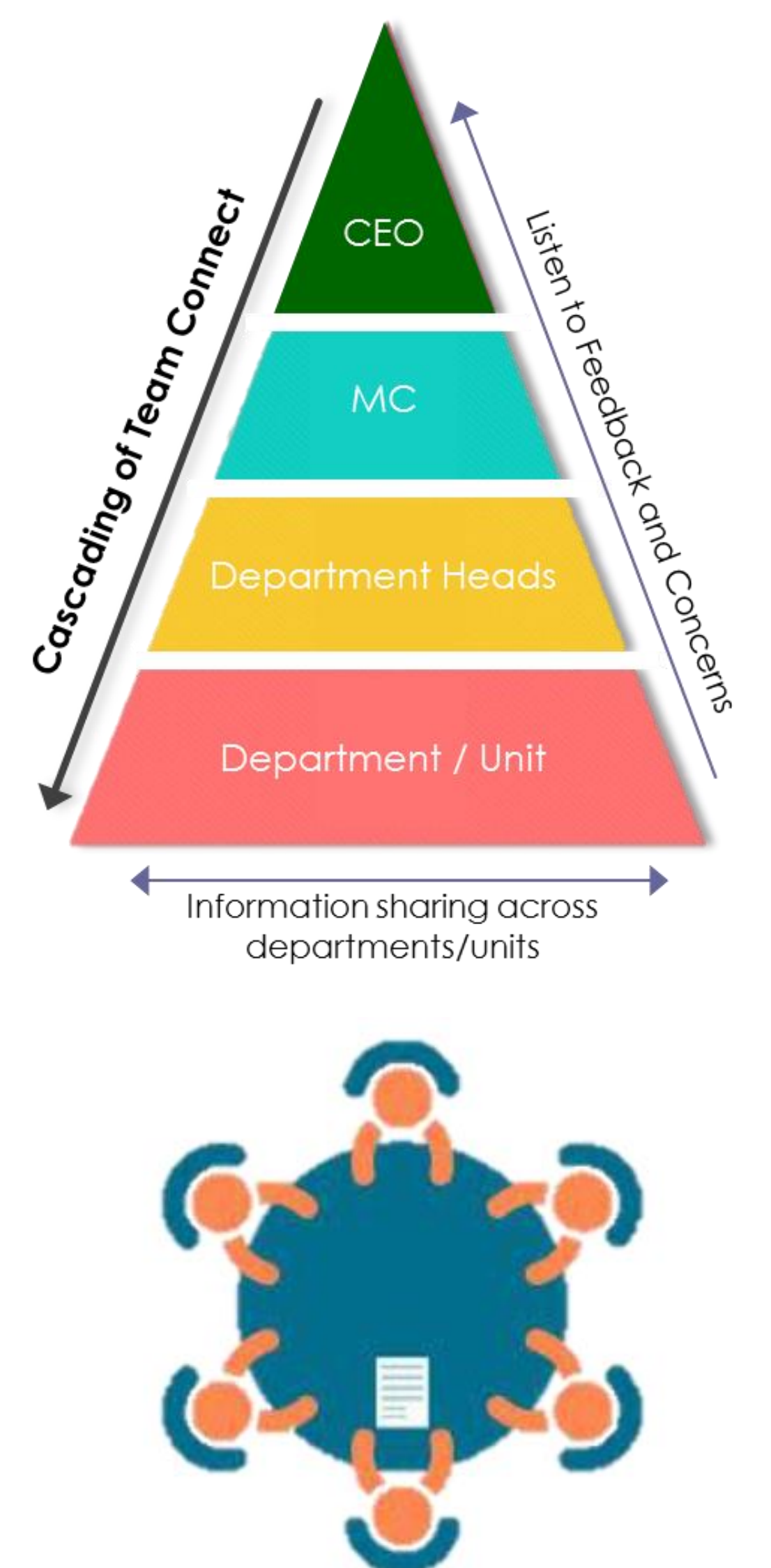
- A monthly concise 2-page document was developed to encapsulate key topics brought up at the previous month’s SGH management platforms. Supplementary presentation slides were also prepared as an alternative communication format.
- Key topics were categorised to the SGH Priorities or as Salient Discussions at Leadership Meetings, with up to 3 key takeaways for each category.



- To help ensure right and consistent messaging to all SGH staff, a joint review by CEO, Communications Department and Strategy Management & Analytics Department will be conducted once materials have been compiled by the Leadership Meeting Secretariat Teams.

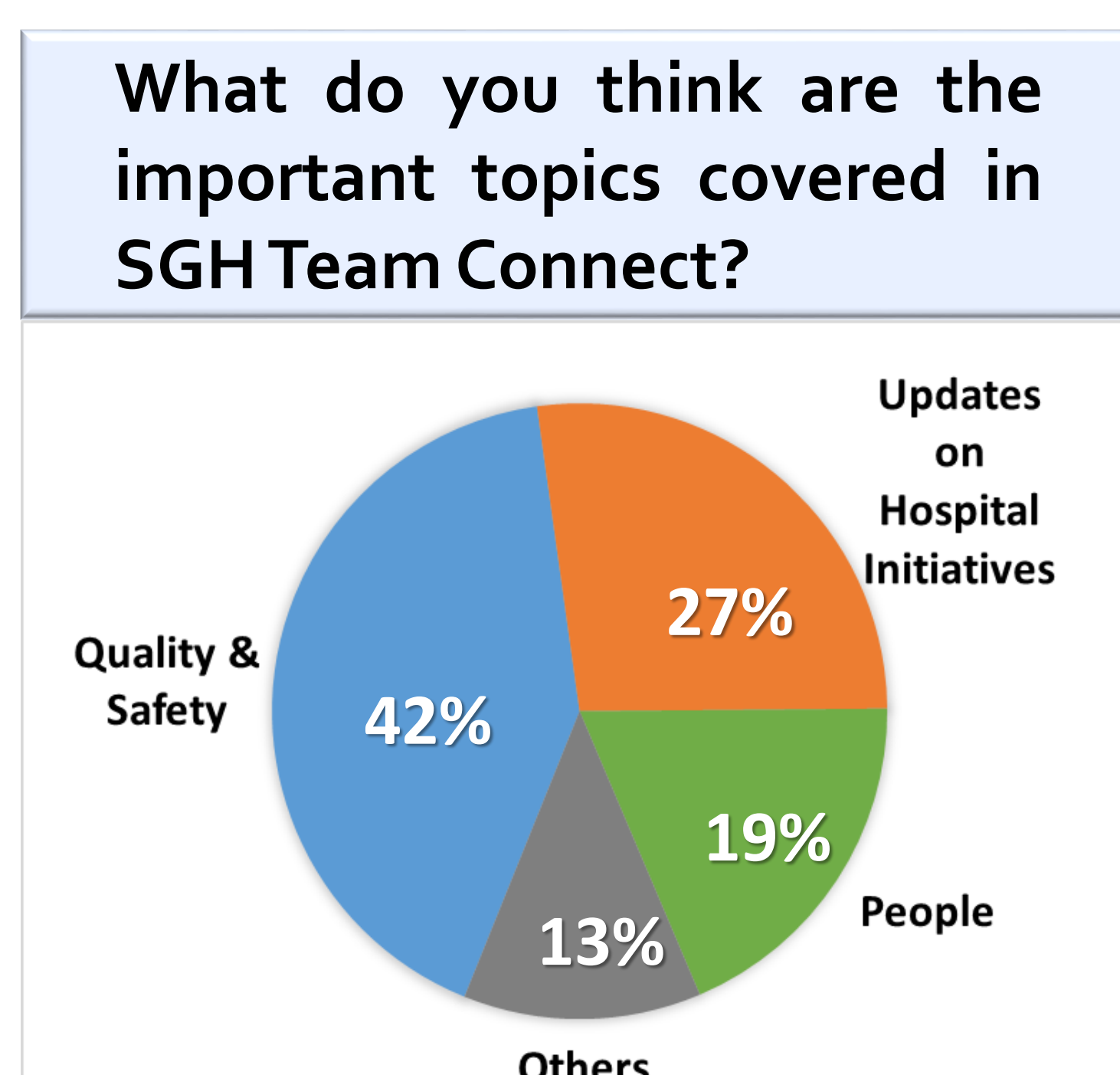
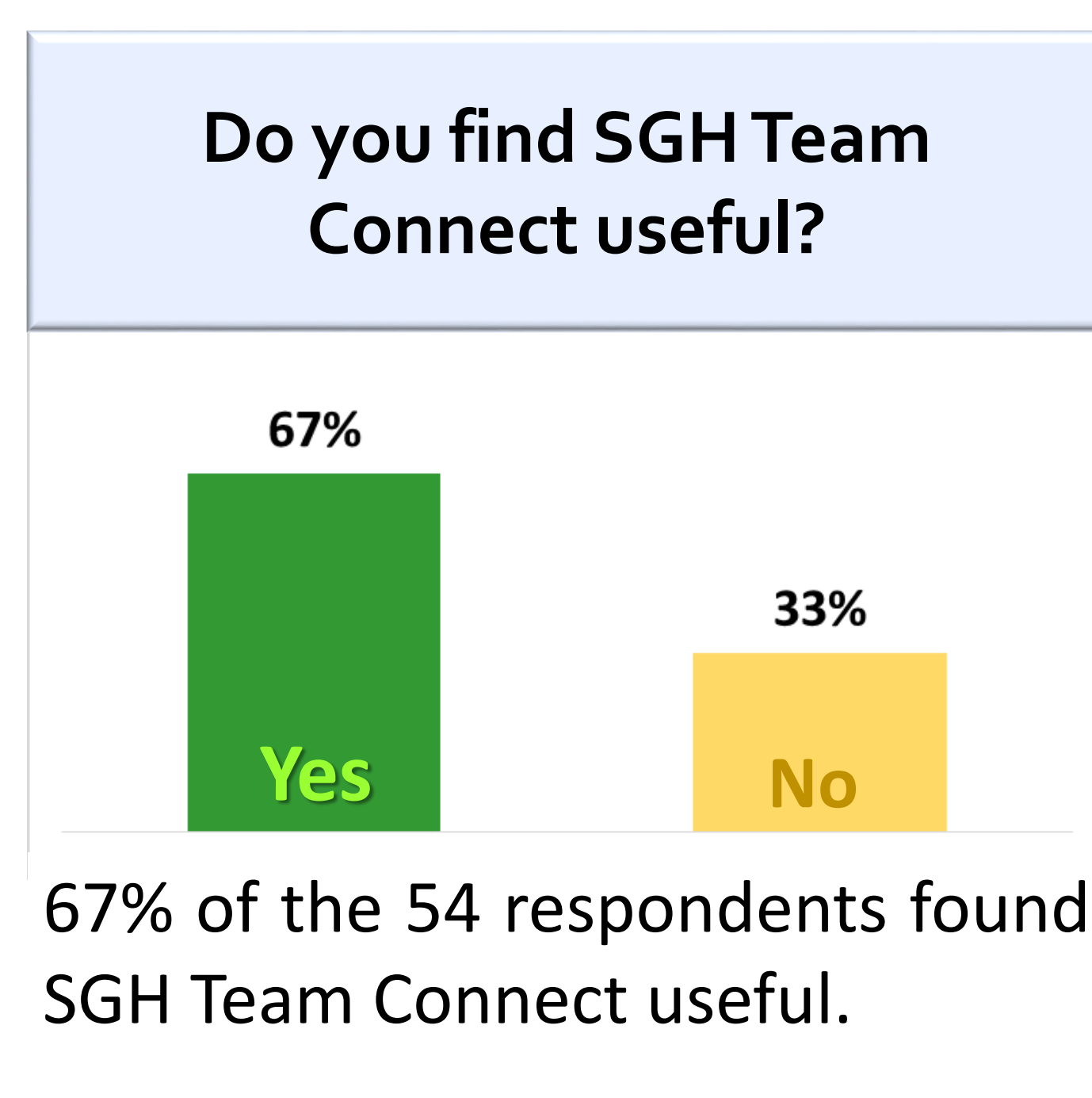
SGH Team Connect – The Approach

- Using SGH Team Connect, a face-to-face briefing with staff would be conducted so that information can be cascaded to the ground and feedback can be gathered and rolled up for further discussion at management level.
- SGH Team Connect will be first cascaded from the management level through CEO’s sharing at one of the regular leadership meeting platforms.
- Division Heads will then cascade to subsequent levels of staff through regular Department Meetings or Team Huddle Sessions.



Results

The SGH Team Connect rolled out in January 2018. To evaluate its effectiveness, a survey was conducted during the March 2018 Grapevine Session (bi-monthly staff townhall) with the following results gathered:



“Quality & Safety” was the highest mentioned topic in terms of importance, followed by “Updates on Hospital Initiatives” and “People” which includes leadership appointments and staff recognition. “Others” includes Innovation & Productivity, Person-Centric Care and Salient Discussions at Leadership Meetings.

Suggestions of other topics to be included in SGH Team Connect:

- Updates on SGH Campus infrastructure developments
- New clinics or clinical services
- Sharing of new initiatives or workflows to gather feedback prior to implementation

Conclusion

SGH Team Connect has demonstrated how a tightly-woven summary of salient discussions can be a beneficial tool for leaders and supervisory staff to enable two-way face-to-face communication across all staff levels and allows another channel to solicit feedback or suggestions from the ground.