



Singapore Healthcare  
Management **2018**

# CHANGING MINDSET THROUGH LEARNING MANAGEMENT SYSTEM (LMS)

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## AIM

To leverage on technology to redesign learning application process and encourage self-directed learning

## BACKGROUND

### BEFORE IMPLEMENTATION

Employees were dependent on HR to make all arrangements related to their training.

The practice of using hardcopy forms and the comfort of a manual process brought resistance to a paperless application process.

### THE TURNING POINT

HR identified the need for employees to take ownership of their own learning through a seamless process. With this in mind, we reviewed our training procedures and initiated an online application process with the use of LMS.

## METHODOLOGY

### CONDUCT TRAINING AND ENGAGEMENT SESSIONS

- To prepare managers and employees for the changes and to address their concerns and discomfort
- To instill the culture of self-management to the managers and employees

### DESIGN USER-FRIENDLY TRAINING MANUALS

- To guide employees during the transition to the system

### LAUNCH LMS

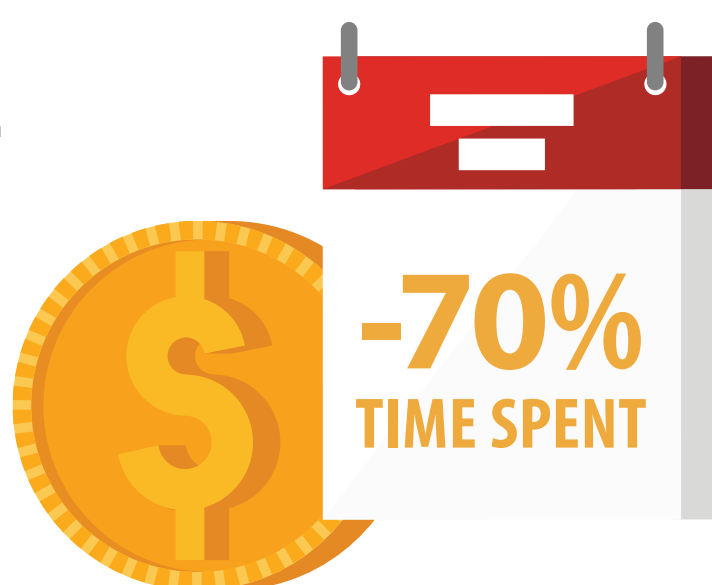
- Extensive work was done to set up the system and maintain the course catalogue, approval matrix and training data in the system for employees.
- The pilot project was first launched to the largest department in the institution, the nursing department.
- Subsequently, LMS was officially rolled out to all other NPA<sup>3</sup> employees in late 2017.

### IMPLEMENT NEW PROCESSES

- Substitute hardcopy forms with online submissions, including approvals from HODs.
- Upload the training calendar and course details on Infopedia instead of disseminating the information via emails or hardcopy posters.
- Employees register directly for ad-hoc courses after receiving approval notifications from LMS.
- Track and generate reports via LMS.

## RESULTS

### Time and cost savings for both HR and employees



- 0 cases of lost forms and overlooked applications
- At least 250 man-hours savings for HR
- 70% reduction in time spent on course application for the employees

### Good take up rate and feedback by stakeholders



- 100% implementation for over 250 staff in the nursing department since September 2017

### Immediate access to real-time training-related information and statistics for HR and stakeholders

- Timely management and optimisation of learning plans, training hours, budget etc.

### Successful change in mindset

- Self-directed learning via LMS
- Leveraging on technology to improve work processes

## CONCLUSION

By encouraging employees to **embrace technology to improve their learning work processes**, employees are now **empowered to take charge of their learning**.

The **improved effectiveness and efficiencies in learning processes** led to a significant reduction of time employees spend on administrative work for training matters, enabling them to **engage in more meaningful value-added activities to provide better patient care**.