



Singapore Healthcare
Management 2019

Formulate Winning Strategies



Singapore
General Hospital
SingHealth

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Introduction and Background

Department leaders are often preoccupied in extensive 'business as usual' operations, resulting in inadequate deliberation on their departments' strategic planning. Formulate Winning Strategies(FWS) helps leaders comprehend Singapore General Hospital's (SGH) Strategy Map and performance measurement objectives.

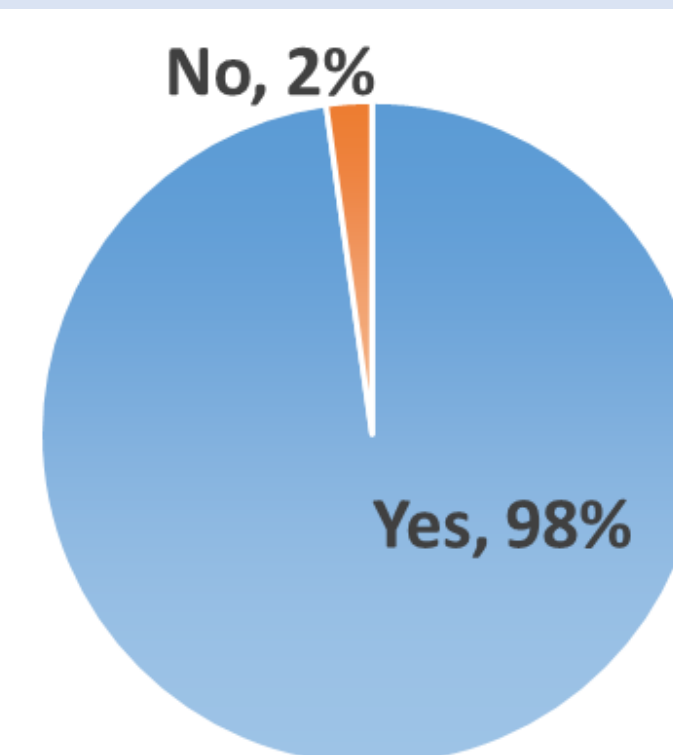
This is the first strategy planning course conducted in SGH that combines strategy planning concepts contextualized to Singapore healthcare environment, with SGH Balanced Scorecard System(BSC) and SGH Workplan Budget Exercise. It provides a holistic understanding of strategy planning from a macro-organizational perspective and its application to a more micro-departmental level. The course is conducted over a concise 4-hour session and targets SGH department leaders, particularly those involved in resource and workplan budgeting.

Methodology

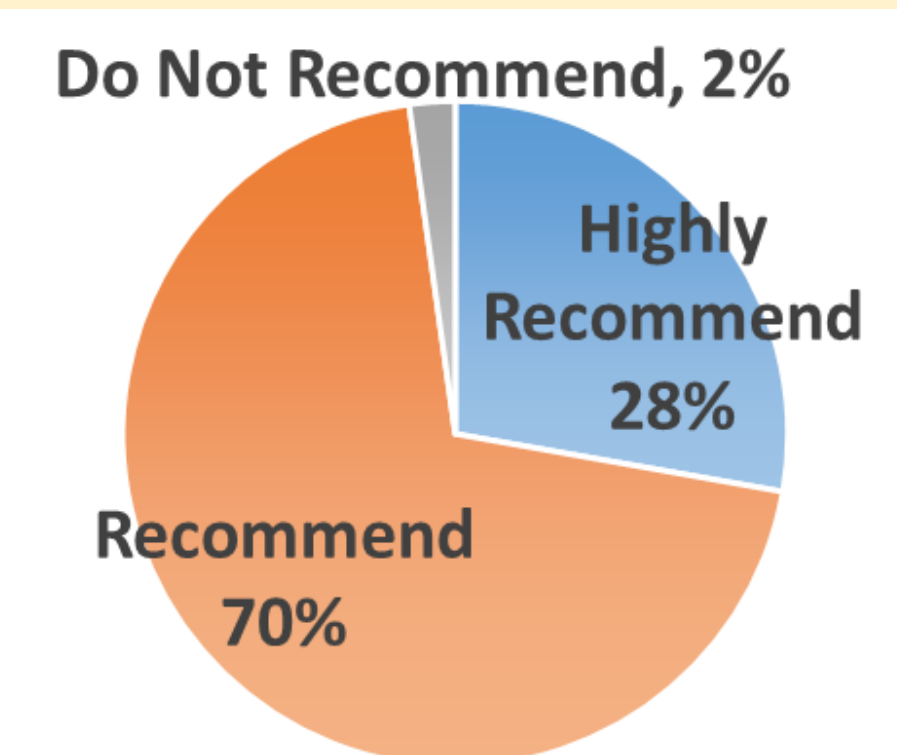
A 2-pronged approach was adopted to deliver course content. Lectures serve as the primary mode of delivery, while small-group activities and discussions aid concept application and reinforcement. This allowed participants to gain an in-depth understanding of strategy planning and developed confidence in applying Analytical Tools.

Results

Is the content applicable to your scope of work?



Would you recommend Formulate Winning Strategies to a friend or colleague?



Based on gathered feedback, 92% of respondents indicated that FWS had met their expectations while 98% felt that the content was applicable to their scope of work. An average of 80% rated their understanding of key topics "Good" and "Excellent", with Analytical Tools (85%) and BSC (82%) as the top two key topics. 98% of respondents would recommend the course to a friend or colleague.

Multiple customized department strategy formulation sessions were subsequently conducted, based on requests by interested Department Heads for their department retreats.

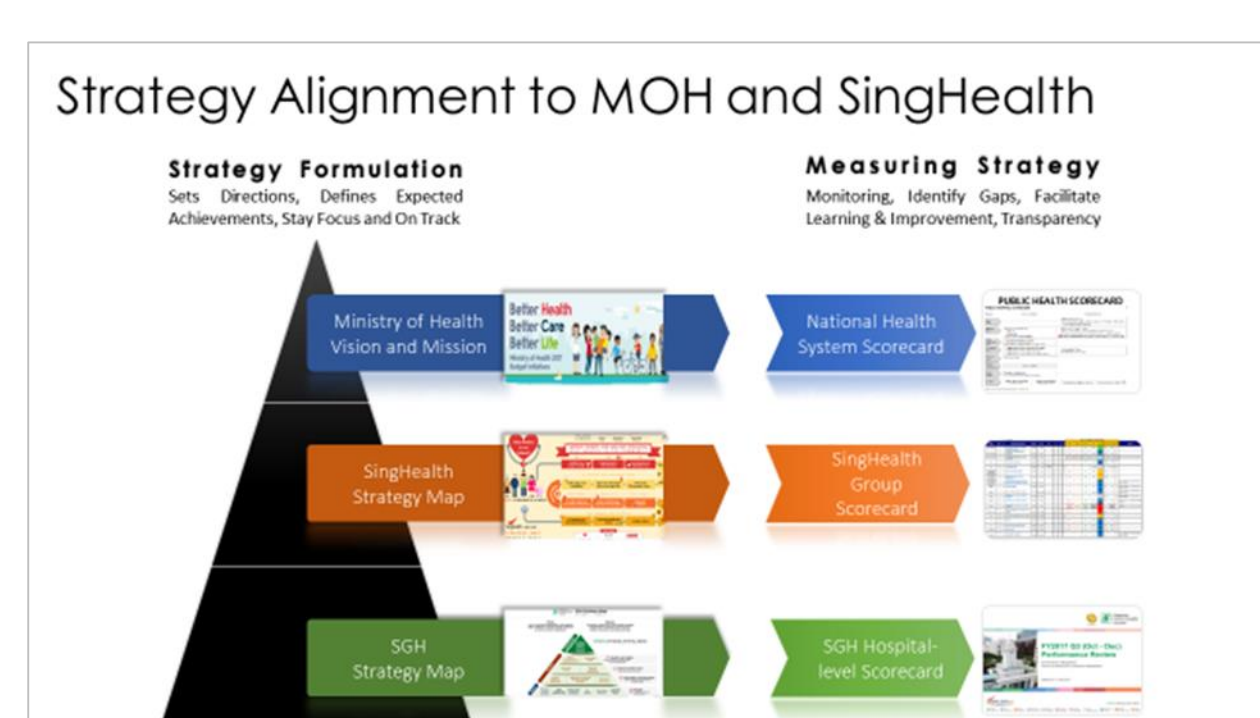
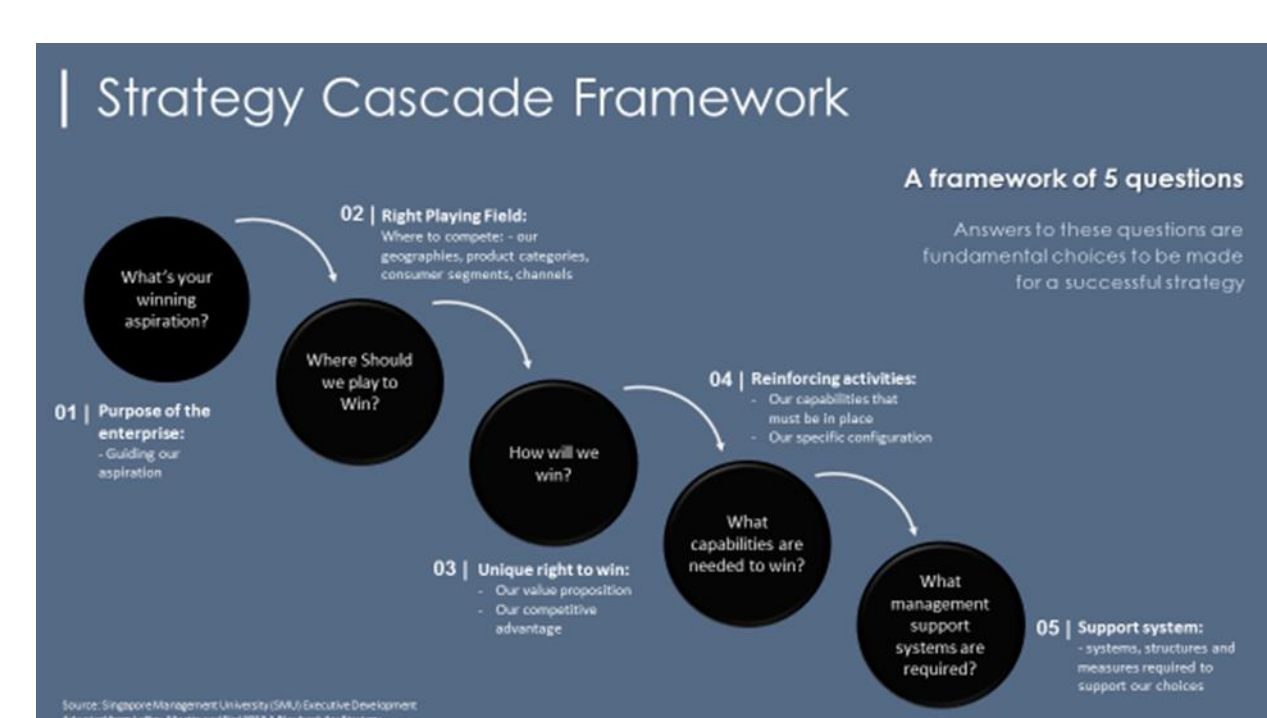
Conclusion

FWS was well-received, where participants gained a broad appreciation of Strategic concepts and Strategy Planning tools to help their departments align to SGH's Strategic Objectives.

1

Setting the Base

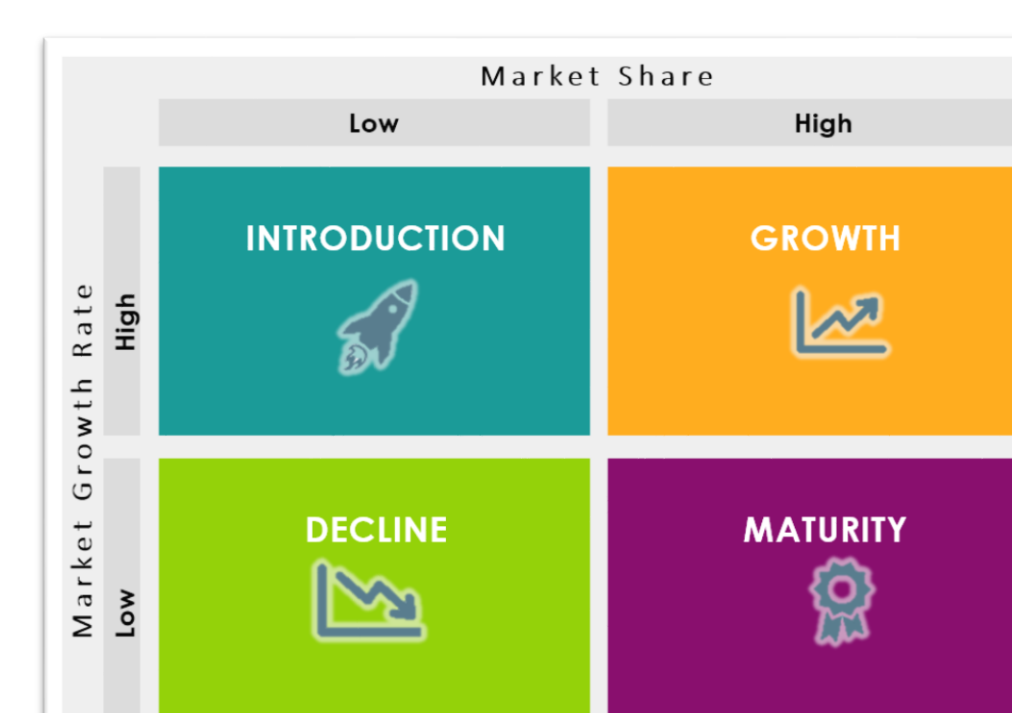
Framework of 5 questions is used as a guiding framework for strategy formulation. For an understanding of the healthcare landscape and direction, participants are first introduced to MOH, Singhealth and SGH Strategy Map and their alignment.



2

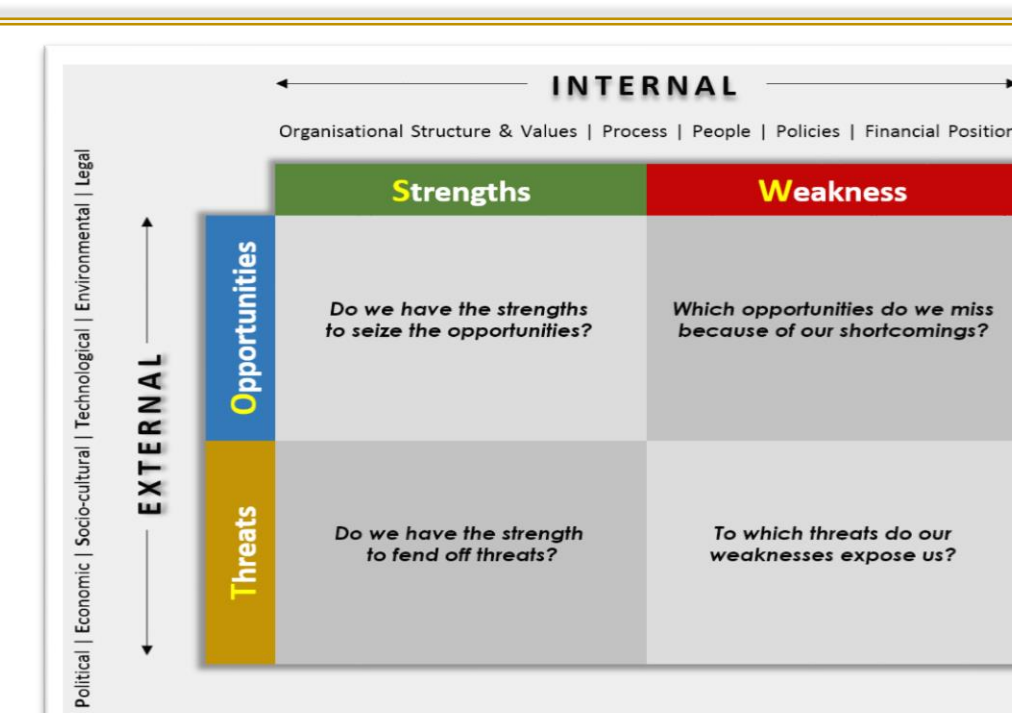
Introduce Analytical Tools

The Boston Box, PEST/LE & SWOT analysis and Porter's 5-forces helps participants to analyse and reflect on their market competitiveness to identify peaks of excellence, where they can enhance and develop capabilities.

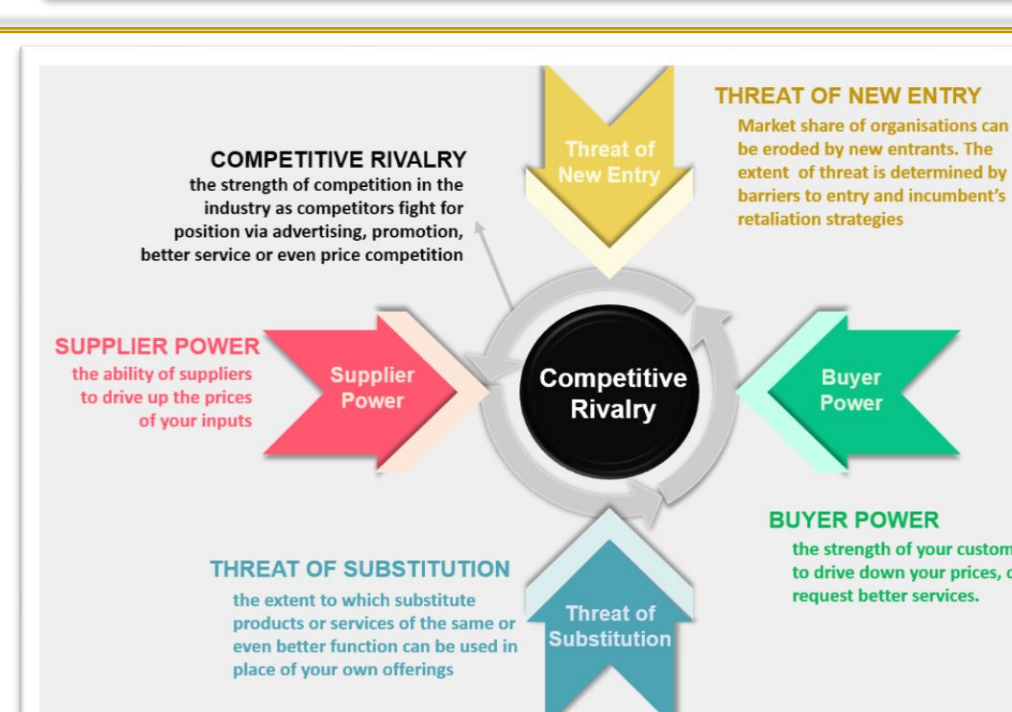


improve their value proposition and market positioning.

The **Boston Box** takes stock of services and its market positioning. Participants use this to identify services and titrate developmental efforts - by concentrating efforts on high growth services instead of declining services, departments are able to



PEST/LE analysis allows participants to study their external environment. This can then be used alongside **SWOT analysis**, to review internal capabilities and develop strategies to take advantage of potential opportunities and limit threats.



Porter's 5-forces helps participants analyse the healthcare industry at large. Participants can manage the risks identified and factor these considerations while developing their strategies.

3

Set KPIs & Develop Initiatives

The BSC is used to translate high-level strategic elements into specific and measurable Key Performance Indicators (KPI).

Departments can then develop relevant initiatives aligned to the KPIs, which then contribute to the longer term strategic objectives set out by SGH.

