

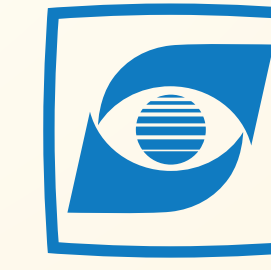


Singapore Healthcare Management 2019

NEW HIRE INDUCTION – THROUGH THE EYES OF A PATIENT

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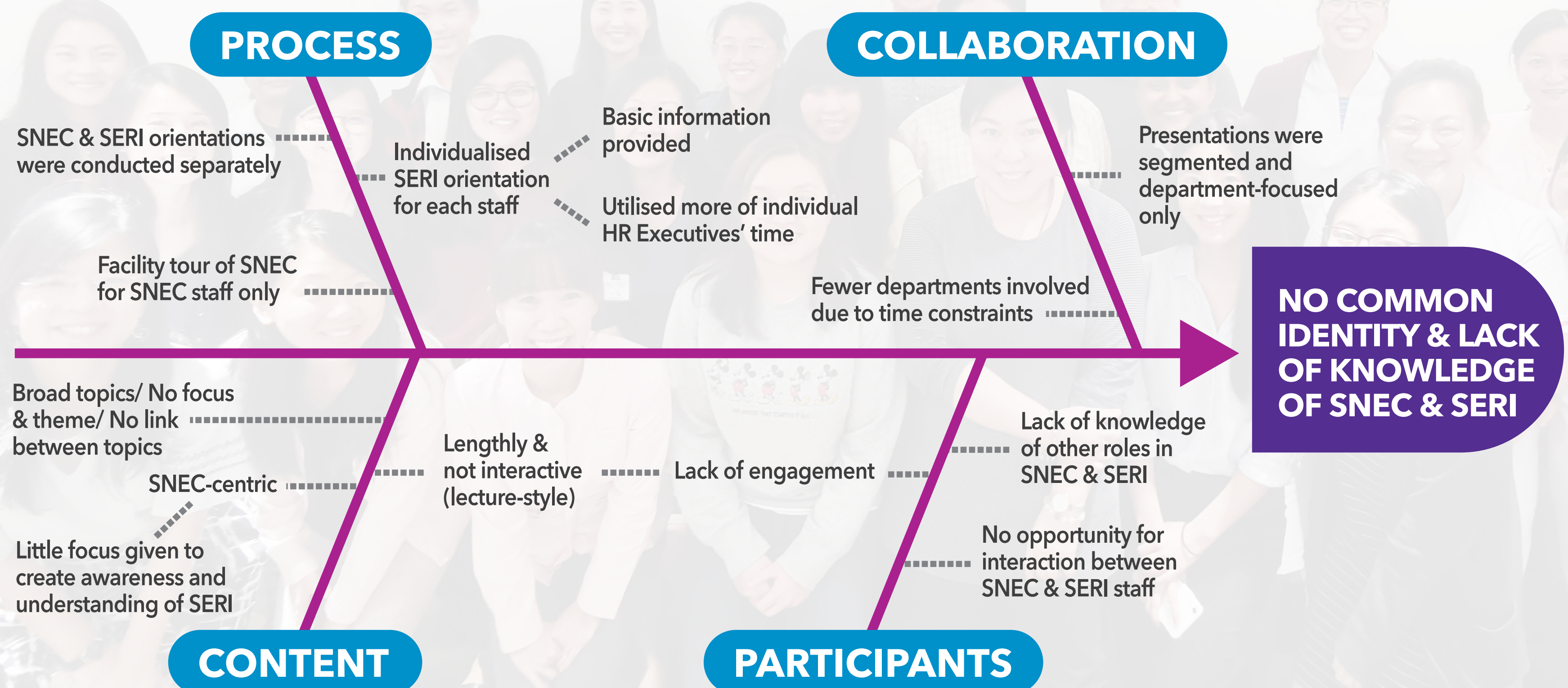


Singapore National Eye Centre
SingHealth



BACKGROUND

In the past, new hire inductions have been arranged separately for SNEC and SERI. While staff know their own job roles well, they may be unaware of the scope of work in other departments and across institutions. This resulted in staff identifying themselves only with their respective institutions instead of seeing SNEC and SERI as an integrated family.

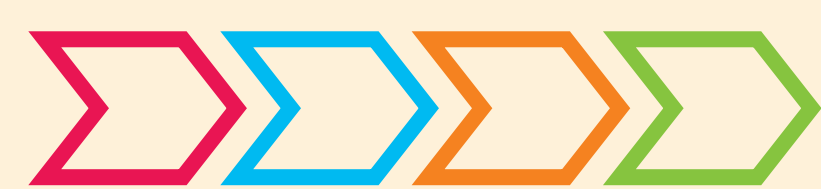


AIMS

To **harmonise the induction** for new hires of SNEC and SERI, enabling them to gain a holistic overview of the essence of SNEC and SERI's

business and how they play a part in our patients' experience. Through this experience, they are able to see how both institutions can work collaboratively and contribute to one another and develop a **common identity**.

While the programme focus will change to revolve around our **patients' journey**, emphasis will be placed on **interaction and engagement** through quizzes and games to strengthen knowledge retention on important policies for our new hires.



METHODOLOGY

This has been rolled out in two phases:

PHASE 1

Integration of SERI new hires into the SNEC induction programme. This created greater understanding and awareness of the different job roles in both SNEC and SERI, allowing new hires to have a holistic overview of both institutions.

PHASE 2

With engagement and interaction with the new hires as a key focus, the following initiatives were introduced:

New Hires participate in the experiential activities, as part of the theme 'Supporting our Patients', while blindfolded in order to experience a patient's limited sight.



1

COLLABORATION WITH DIFFERENT STAKEHOLDERS

HR collaborated with the various stakeholders from departments such as Nursing, Frontline Services, Optometry Service, Orthoptics Service, Ophthalmic Investigation Services, Ophthalmic Imaging Service and SNEC Ocular Reading Centre (SORC) for their expertise. The programme flow was then re-framed to **revolve around the patient's journey cohesively into 4 broad themes:**



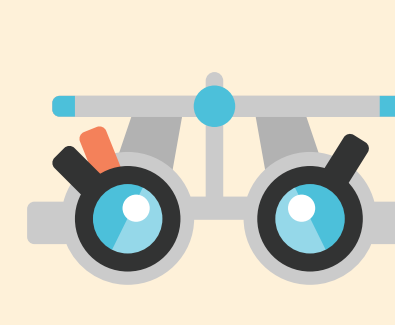
Behind the scenes of a Patient Assessment



Patient Treatment and Care



Supporting our Patients



Future Ready - Cutting-Edge Treatment and Technology

2

AN IN-HOUSE VIDEO PRODUCTION OF A PATIENT'S JOURNEY

- The various stages of the patient's journey were filmed from the **patient's first person perspective** to allow staff to visualise what our patients experience during their visit to SNEC.

- The **patient's journey is weaved into the presentations of each speaker**. At each stage of the journey, the speakers, some of whom were featured in the same video, appear in person, to explain further on the investigations and procedures.



3

ENGAGEMENT WITH SNEC & SERI SENIOR MANAGEMENT

The Senior Management take turns to begin the induction session by sharing their enriching and interesting experiences in SNEC and SERI as well as getting to know the new hires better.

4

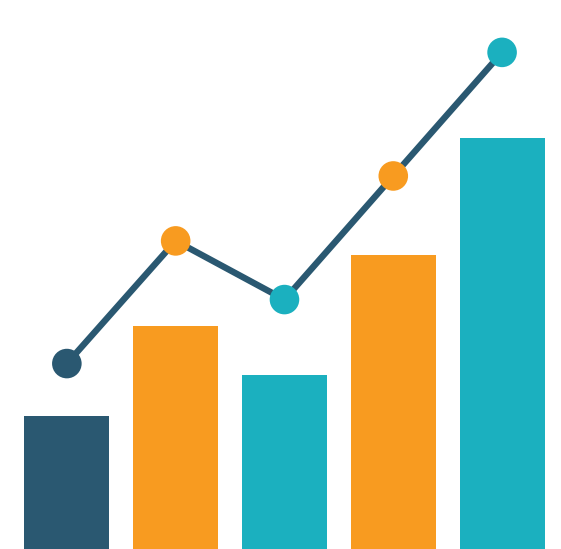
SERI LABORATORY TOUR & SHARING OF ON-GOING RESEARCH AT SERI

- This opened up the opportunity for new hires to get first-hand experience on what goes on in our top-notch SERI laboratories.
- In line with our induction theme, the sharing of on-going research in SERI also allows new hires to see how current research can potentially contribute to better treatments and outcomes for our patients in SNEC and impact them in the future.

5

INTERACTIVE ACTIVITIES

Use of apps and visuals to initiate quizzes, games and activities throughout the induction to encourage staff participation and interaction with each other and also highlight key information for staff to takeaway.



RESULT

The **integrated induction** for SNEC and SERI new hires, mapped over a **patient's experience** through a First Person Perspective, enables **learning in an interactive and engaging way**. The involvement of the various key departments in SNEC and SERI has also help put the spotlight on areas that have previously been in the shadows.

STREAMLINING OF HR PROCESSES

All new SNEC and SERI staff now undergo a uniform orientation and obtain holistic understanding. In the past, HR had to induct SERI new hires on a 1-to-1 basis, taking up to 30 minutes per individual induction. With the integration, we see **cost savings in terms of reduced manpower hours of 240 minutes/month**, leading to an increase in productivity for our HR personnel.

INCREASED ENGAGEMENT AND PARTICIPATION FROM NEW HIRES

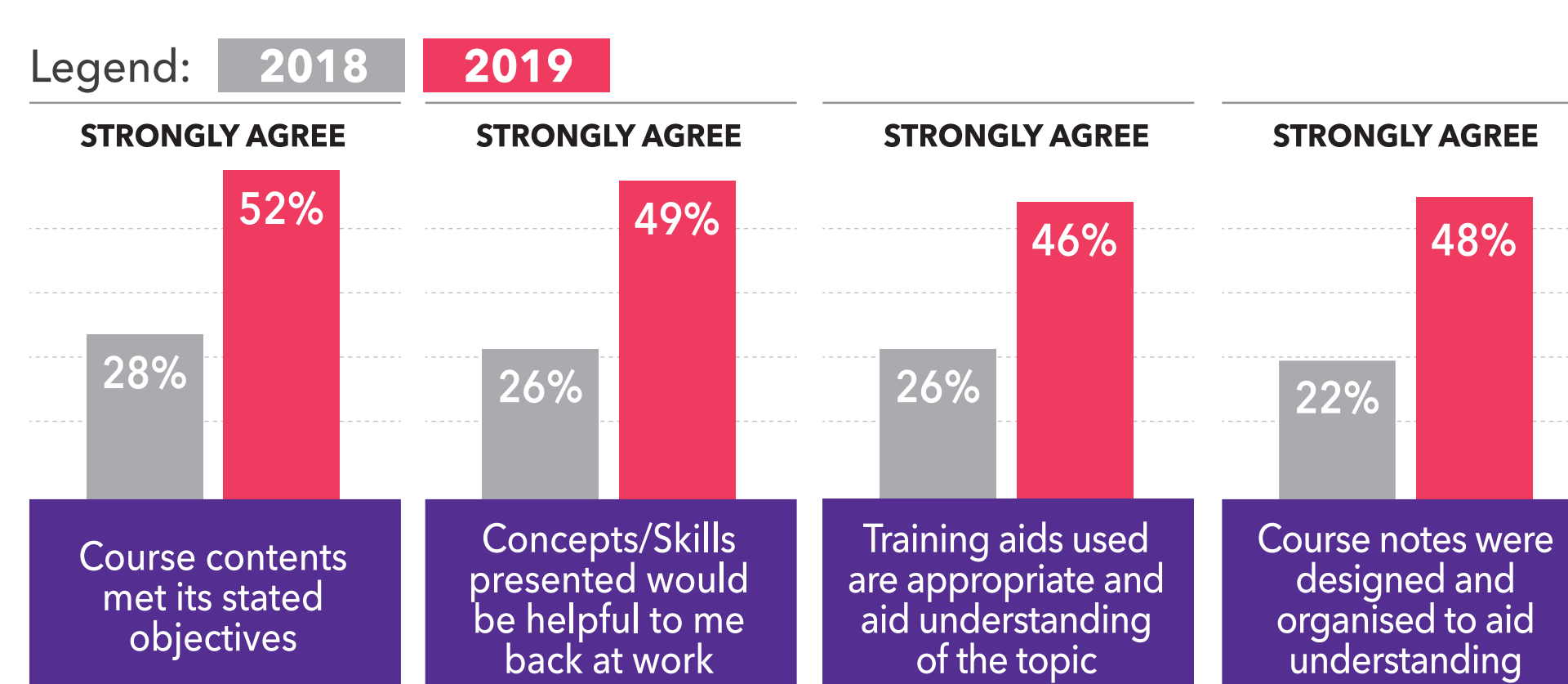
New Hires have a better understanding and retention of key information due to their active participation and **high scores as reflected in the quiz platform**. Prior to the launch of the new programme, there was minimal facilitation of quizzes and activities. **With the introduction of the interactive games and quizzes, there has been a 100% participation rate with each participant scoring an average of 83%.**

COMPARISON BETWEEN PAST AND PRESENT FEEDBACK

Past feedback obtained from our new hires have stated that *"topics covered were not that related to my job role"* and that *"there were too many talks to sit through"*.

With the new way of conducting the induction, we were able to engage an **interesting experiential learning** for our new hires. Present feedback from the participants and speakers alike has been positive, stating that *"the progressive games were interactive and allows them to get to know their colleagues better"*. There were *"insightful sharing by the speakers"* and the *"speakers were informative and engaging"*.

There has been a shift in more people rating highly in terms of materials used, activities, and relevance of content covered. **This is reflected in the scores from the evaluation forms with ratings of "strongly agree" from participants doubling from 26% to 52%, indicating an increase in overall satisfaction with the programme.**



CONCLUSION



The re-invention of the induction programme through various new initiatives has set the tone for new hires entering SNEC and SERI, equipping them with knowledge essential to take on their respective functions as well as understanding their role and how they can meaningfully contribute to SNEC and SERI, as well as SingHealth. The induction has also further strengthened the integration and branding of SNEC and SERI as the leading global ophthalmology centre and research institute.