



Singapore Healthcare Management 2021

Are We Innovative: Perspectives from The Allied Health Professionals (AHP)

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1 Introduction

- Innovation defines the future of every organisation.
- An organisation's ability to innovate is centred on its innovative culture.
- SingHealth Allied Health staff scored 64/100 in the 2019 Employee Engagement Survey (EES); Six significant points lower than the overall score for all staff.
- There is a need to understand the baseline innovative culture amongst our Allied Health Professionals (AHPs) so that strategies can be developed to improve our "innovativeness".

2 Aim

We aim to determine the **baseline innovation culture** amongst AHPs in SingHealth institutions, and subsequently formulate targeted strategies to **increase AHP-led innovation and care transformation initiatives**.

3 Methodology

STUDY DESIGN

- Cross-sectional study on 4,085 AHPs from 31 professional groups across all 12 SingHealth institutions between 30 Sep 2020 and 19 Oct 2020.

TOOLS & MATERIALS

- A 54-question survey was adapted from the Massachusetts Institute of Technology (MIT) Sloan Management Review's The Building Blocks of Innovation Survey.
- The survey questions are rated on a 5-point Likert scale and grouped into six building blocks, which have been identified to be key elements of an innovative culture.
- Administered on electronic platform using Forms.SG via email invite with QR code and web link embedded for ease of access.



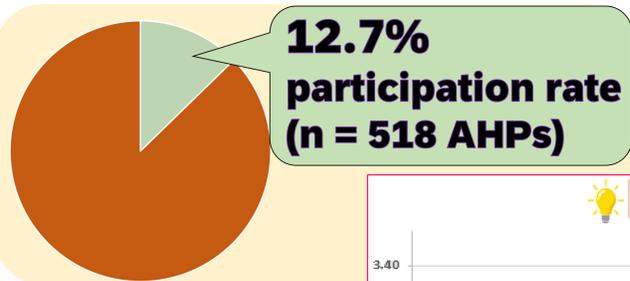
DATA ANALYSIS

- Survey responses were analysed using descriptive statistics, while the differences between institutions were evaluated using Analysis of Variance (ANOVA).

Six Building Blocks of Innovation

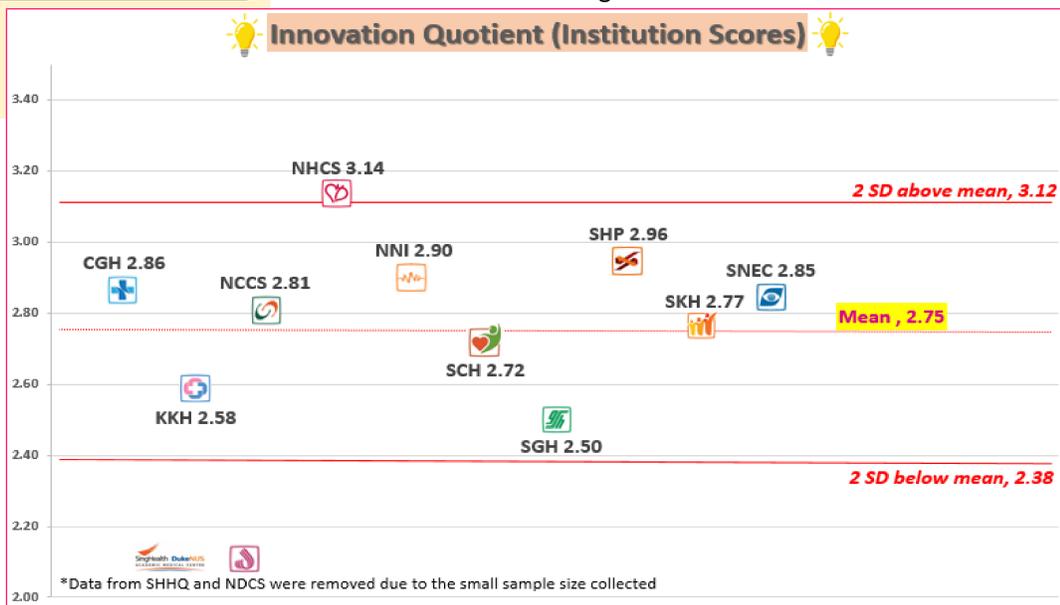
- Values**: Values reflect how an organisation behaves and drives priorities and decisions, for example, allocation of resources. Innovative organisations view innovation as a priority, and resources are allocated to advance innovation through continuous learning to promote creativity and team work among staff.
- Climate**: Climate is the atmosphere of an organisation. An innovative climate promotes engagement and enthusiasm to spur innovation in an organisation. It also fosters learning, encourages independent thinking, and experimentation within a safe environment.
- Behaviours**: Behaviours reflect how staff act in an organisation to spark innovation, for example, curiosity and having an open mind towards new ideas. Executive leadership in innovative organisations empowers employees with a vivid description of the future to encourage innovation.
- Processes**: Processes are the paths that innovations follow as they are developed, which may include systematic approaches to capture and sift through ideas, prioritise projects and create solution prototypes.
- Success**: Success of an innovation can be measured at three levels: **External, Enterprise and Personal**. Examples can include internal reward and recognition programmes, as well as external recognition by customers and industry competitors that strengthen organisation's behaviours, processes and values towards innovation.
- Resources**: Resources comprise three main factors, **people, systems, and projects**, and people are the most critical according to the MIT Sloan study. People, in particular, innovation champions have a significant impact on innovation climate and values within an organisation.

4 Results



Deriving the Innovation Quotient

The scores of the 6 building blocks were averaged for each institution to establish a benchmark for comparing the innovative culture between AHPs across the SingHealth institutions.



All institutions' Innovation Quotient were within ± 2 SD of their mean score, except for National Heart Centre Singapore's score that was an outlier; ≥ 2 Standard Deviation (SD).

For detailed information and breakdown of the survey results, please [click here](#) to access the slide deck hosted on our Infopedia page.

5 Conclusions

- ❖ Important baseline and data-supported picture of SingHealth AHPs Innovative Culture established.
- ❖ Strength in Values.
- ❖ Weakness in Resources, Success & Processes.

心有余而力不足
 xīn yǒu yú ér lì bù zú

Translation of the Chinese idiom (above):
 The will is there but not the strength



AHPs in SingHealth have a strong **desire** and **mindset** to innovate but will require **support (strength)** to successfully execute their ideas. Creativity and ideation are recognisable components of innovation but innovation is not realised until that creative idea is executed and its benefits are realized.

Strategies to enhance AHP-led innovation and care transformation, and strengthening our innovative culture.

Through this Challenge, Allied Health innovation and care transformation projects of all maturity levels will be supported with the resources to maximise the project potential and actualise solutions into practice and beyond.

- OPEN TO ALLIED HEALTH PROJECTS OF ALL STAGES
- COLLABORATE WITH SINGHEALTH & INDUSTRY EXPERTS
- SEED FUNDING OF UP TO \$52,000 FOR QUALIFYING PROJECTS

For enquiries, email alliedhealthinnovate@singhealth.com.sg

1 Launched the Allied Health Innovation Challenge initiative to spark "Start Small, Scale Slowly but Surely" mindset; encourage the Allied Health community to focus on doable, small incremental improvement and leverage their successes into a broader transformation over time.

AHPulse
 Many Talents, One Passion
 INNOVATING CARE IMPROVING LIVES

2 Launched AHPulse, a quarterly newsletter to share successes and to serve as an inspiration for other AHPs to kick-start their own innovation and care transformation journey.

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