# **Driving Strategic Alignment for Organisational Transformation**

Singapore Healthcare Management 2022

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Background

The COVID-19 pandemic has impacted the healthcare system in many ways. In the midst of navigating the challenges, it intensified our transformational need to future-proof our healthcare supply chain capabilities to better serve the needs of Singapore's healthcare system. Organisational alignment, effort and agility are

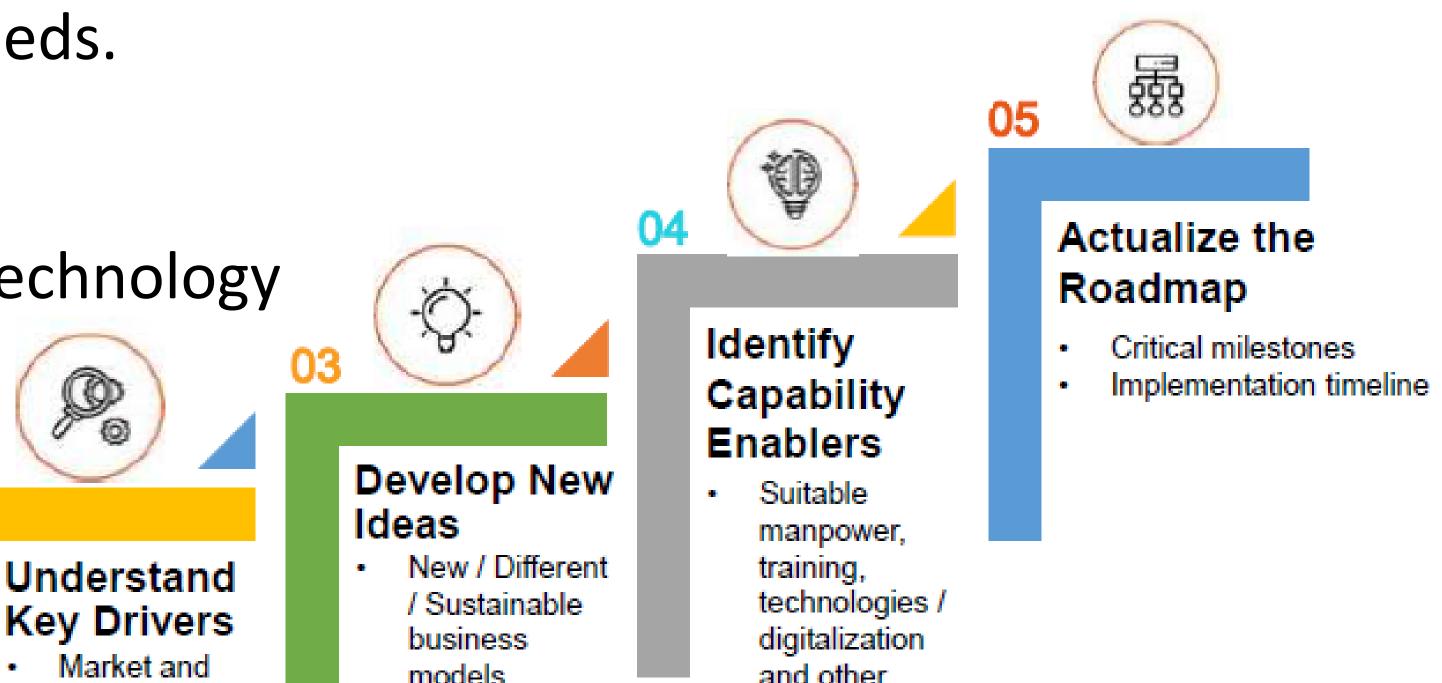
#### Aims

- To establish and align the organisational long-term growth strategies, map out and visualise the business opportunities and deliverables, and identify key drivers, enablers and resources to support the organisational goals.
- To build a ready, relevant and resilient workforce alongside the organisational strategic goals and transformation that will address current and future needs.

# Methodology

ALPS' senior leadership embarked on the Operation & Technology Roadmap (OTR) exercise, supported by NTUC P Training and Transformation and HSEU. 02 Ø

The process, which comprised of 5 key 01 steps, facilitated the planning of longterm business goals and strategies as well as the strategic considerations for talents, technologies and resources to support the organisational goals.



Define Objectives		•	Market and environment drivers
•	Understand	•	Technology /
	current		digitalization
	business and		drivers
	workforce	•	Internal
	situation		business driv
•	Determine	•	Target marke

roadmap

objectives

ology / zation ss drivers Target markets / Customer needs models, products and services for recovery and growth

and other solutions Other Resource / Capability requirements Government

Synergies in Healthcare Supply Chain

schemes and initiatives

### **Results**

- A comprehensive roadmap was created; leadership identified drivers impacting the key business, deliverables and strategies for the next 5 years and resources crucial to meet the organisation's desired goals.
- Leaders are aligned and excited to work towards the organisation's transformation – (see word cloud based leaders' post OTR feedback).
- A Company Training Company has been formed to focus on the actualisation of the transformation roadmap.



## Conclusion

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The OTR exercise provided a transparent and structured approach, and neutral platform for Reskilling leaders and key stakeholders to collectively identify shared goals, and commit towards organisational transformation.

> Subsequently, the partnership with NTUC, e21 and LHUB was formally sealed. A Memorandum of Understanding was signed to prepare and strengthen our workforce to be ready for future jobs by equipping them with a combination of adaptive, technology and technical skills.