



Singapore Healthcare Management 2023

GMExplore! - Sharpening the Focus



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AIM

We all know that starting a new job in a new environment can be both exciting and challenging. Hence, an employee induction helps build the foundations for creating a welcoming, inclusive and respectful work environment by making the employee feel respected and valued, providing them with the information necessary to do their jobs effectively, and helping in establishing open communication channels.

GME 101 was created in the early years of SingHealth Residency to equip our new colleagues with the necessary tools to guide them through the steep learning curve. Today, GMExplore! is the improved and enhanced version, aiming to help them navigate the new normal and assimilate into their new job roles seamlessly. Throughout the first 6 weeks, new staff will undergo training covering areas in Finance, Operations and Human Resources. The format consists of essential skills and knowledge and services using a combination of e-learning, online blended learning, short quizzes, face to face interactions using video images, to encourage self-directed learning and content retention. GMExplore! forms the backbone for new hire induction for a staff strength of around 100 GME staff.



METHODOLOGY

GMExplore! serves as an important resource for new hire to explore the various essential areas with important information regarding their new job roles. The induction training program was mainly divided into two parts, of which Part One primarily focuses on essential skills, knowledge and information, ensuring that new hire integrates well into areas of e.g., application systems, procedures, culture, values and the organisation itself. Skills, knowledge and information are compartmentalized into "GME Toolkit" with 8 different tools to aid learning such as providing necessary information on mandatory SingHealth e-learning courses, tap on the availability of various digital tools e.g. Zoom VC/ FormSG etc. to equip new hires with basic IT-related skills (Wizlearn with Quiz) and to enhance knowledge in cybersecurity awareness, enterprise risk management, business continuity management measures and emergency preparedness procedures etc.

Due to content complexity, instructor-led face to face training with animated explainer video was implemented as Part Two of induction program. This learning path focuses on conducting Finance modules such as Ariba, APIMS and ePRF etc. to help new hire familiarise with SingHealth applications. It uses a blended learning approach combining digital content with use of an explainer video to illustrate the teaching to create a vibrant and informative induction. Presentations will be more engaging, as viewers will be able to listen, read and watch which is great for commanding attention, explaining complex concepts, and increasing learning retention. These training materials were also easily accessible for staff's future reference via SingHealth eLearning Portal.

An on-line quiz is to be completed at the end of each module. The completion of modules and quizzes constitute the third learning milestone and evaluations & survey feedback were solicited for enhancing on-boarding experience.

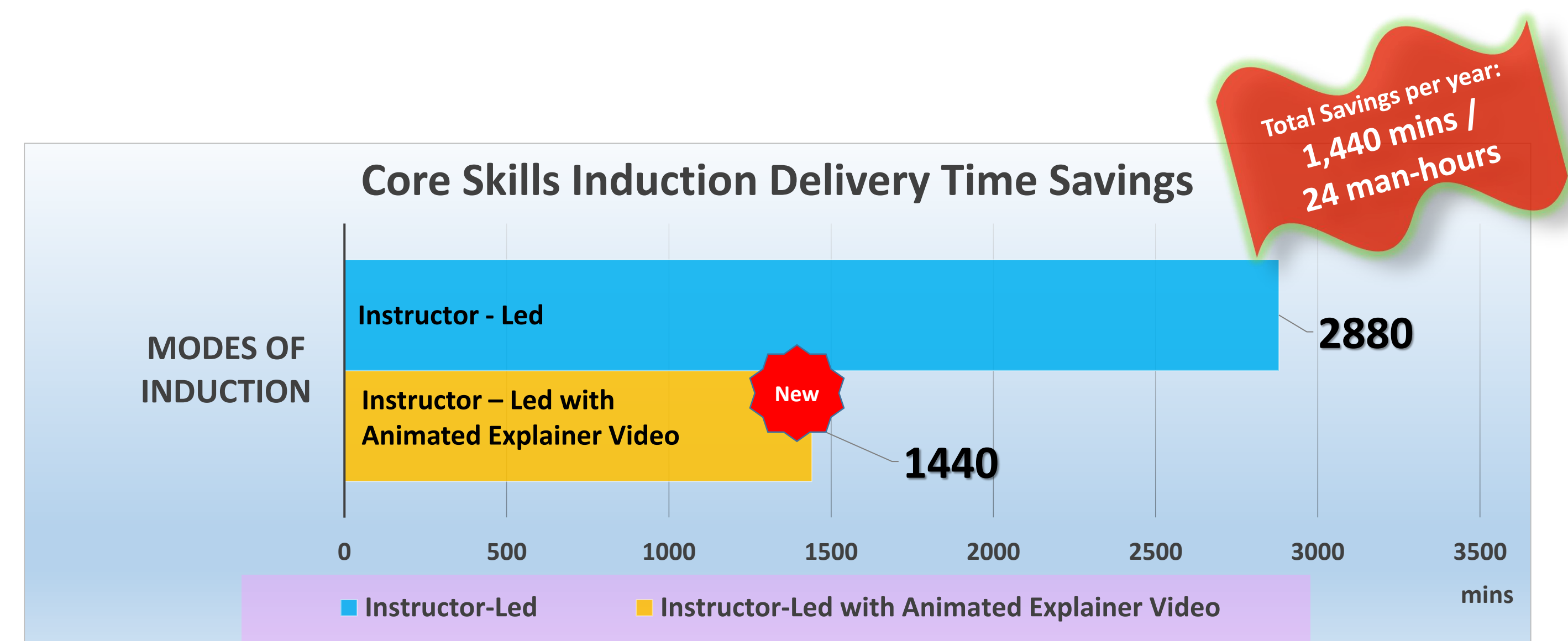


RESULTS

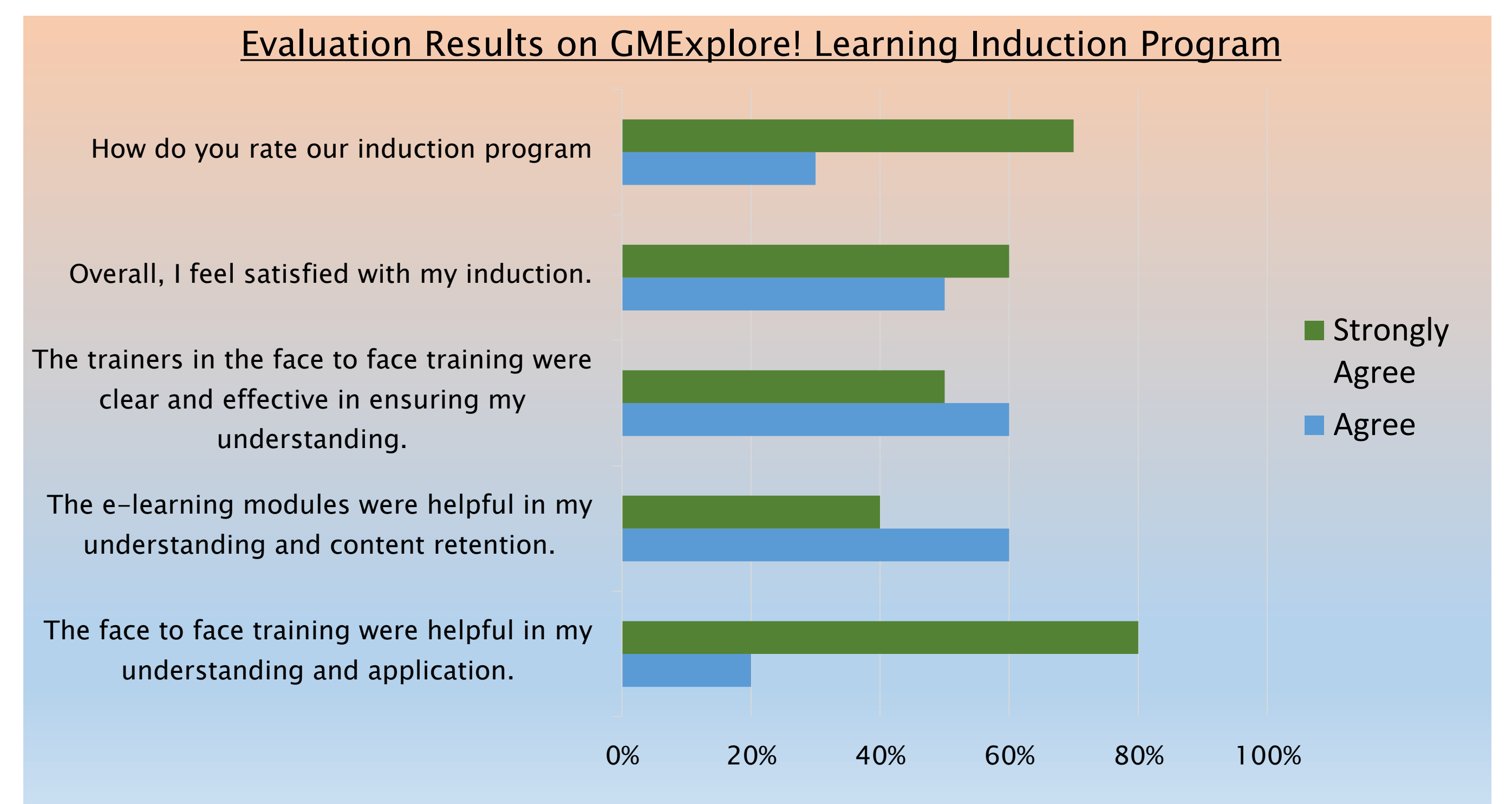
The change of induction format develops effective applied learning experience for the new hire. It enhances both on-boarding and new hire training experience and issues in accessibility and scalability are also addressed.

With the implementation of animated explainer video approach in the instructor-led portion of the induction, the time spent on induction was reduced by half (from 180 minutes to 90 minutes per new hire/ induction). Producing a delivery savings time of 90 minutes per induction, with an average of 1-2 new hires inductions conducted per month, this constituted to total delivery savings of 24 man-hours per year.

Besides delivery time savings, the empowerment of knowledge acquirement creates better employee engagement, balancing both business objectives and employee needs.



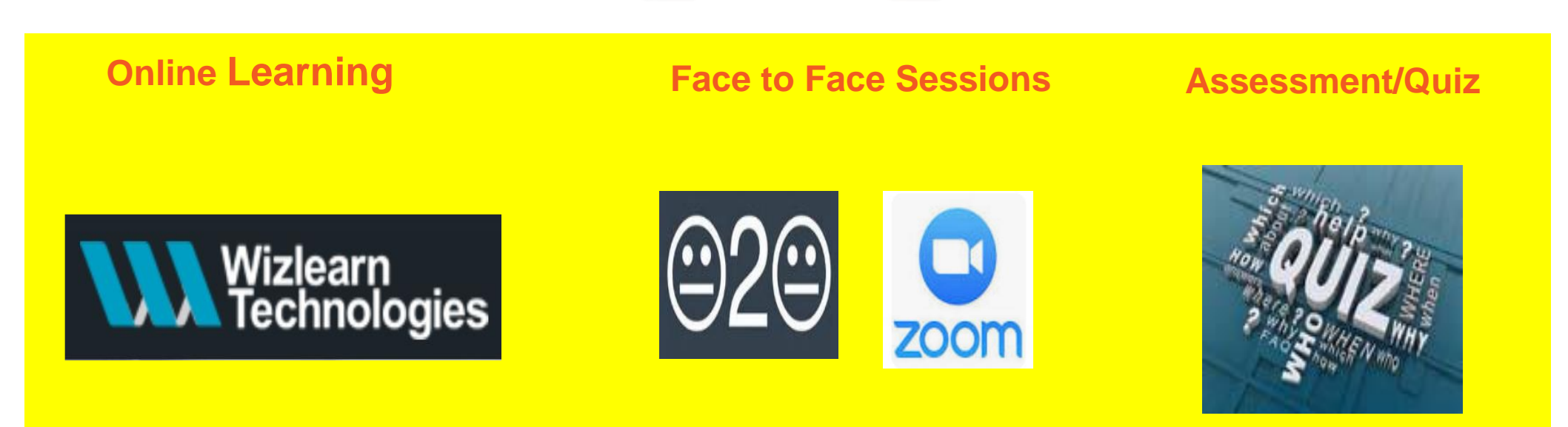
In the post induction surveys (June 2022 to June 2023) conducted on new hires who have completed the blended learning induction program, all (16 or 100%) rated "Agree" or "Strongly Agree" that they were satisfied with their induction program and that the trainers were clear and effective in ensuring their understanding as well as helpful in their learning and content retention. All of them (100%) also "Agree" or "Strongly Agree" that the face-to-face training were helpful in their understanding and application.



CONCLUSION

Induction training is the first training program in which the employee participates after joining the organization by providing the new hire with all the information needed to start performing their duties. If an employee is trained well in the induction program, he or she can easily adapt to its new role and start delivering results quickly, resulting indirectly in costs savings. GMExplore! is an all-in-one induction training program, besides welcoming the newly recruited employees, making them feel socially comfortable and aware of their professional responsibilities, it also sharpened their focus of learning where pertinent information is compartmentalized and more complex learning of SingHealth application is enhanced through video/animation to ensure faster and effective learning. In times when the pandemic calls for remote working, this new format can effectively address the induction needs of our new hires through self-directed learning on the SingHealth e-Learning Portal.

Modes of Learning



GMExplore! INDUCTION PROGRAM FOR NEW HIRE

