



Singapore Healthcare Management 2023

Harmonious Employee Relations in SingHealth: Enhancing Policy Awareness

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AIMS

- ✓ With a faster pace of change and a more complex regulatory environment, Supervisors take on an increasingly important role in managing employee relations, including understanding fair employment practices and resolving grievances effectively to develop harmonious and productive teams.
- ✓ The team aimed to promote harmonious employee relations in SingHealth by equipping Supervisors with bite-sized learning materials and resources to enable them to handle and prevent staff grievances.
- ✓ The team sought to provide greater clarity and guidance on Discipline and Conduct policies through standardised training and sharing.



METHODOLOGY

1. Identify **Risk Areas** under the HR Domain Enterprise Risk Framework

Reputational risk due to perceived poor handling of cases by SingHealth

Increase in workplace disputes and employee grievances due to insufficient measures against workplace bullying and harassment

Non-compliance with employment laws resulting from lack of awareness among Supervisors

Poor grievance handling practices resulting in low staff engagement and workplace trust

3. Consider **Appropriate Interventions**

- Identify suitable platforms for the sharing of resources and practices
- Propose interventions that will support SingHealth's long-term goals

2. Review of **Existing Resources**

- Research and collate best practices within and beyond SingHealth.
- Identify suitable SingHealth cases to be used as anonymised case studies for staff learning.
- Analyse trends in employee grievances and learning points from past cases.
- Engagements with Institution HR to identify resources needed by Supervisors in handling staff issues.
- Identify gaps that might contribute to non-compliance / grievances.

INITIATIVES & RESULTS

1 Staff Training

E-Learning Module: Conflict of Interest



8,241 staff

have completed the e-learning module as of 22 June 2023

- ✓ Raised Supervisors and staff awareness of SingHealth policies relating to conflict of interest.
- ✓ Staff can revisit the Conflict of Interest e-Learning module during the SingHealth Annual Declaration Exercise, or as and when needed.

LinkedIn Learning Pathways on Grievance Handling

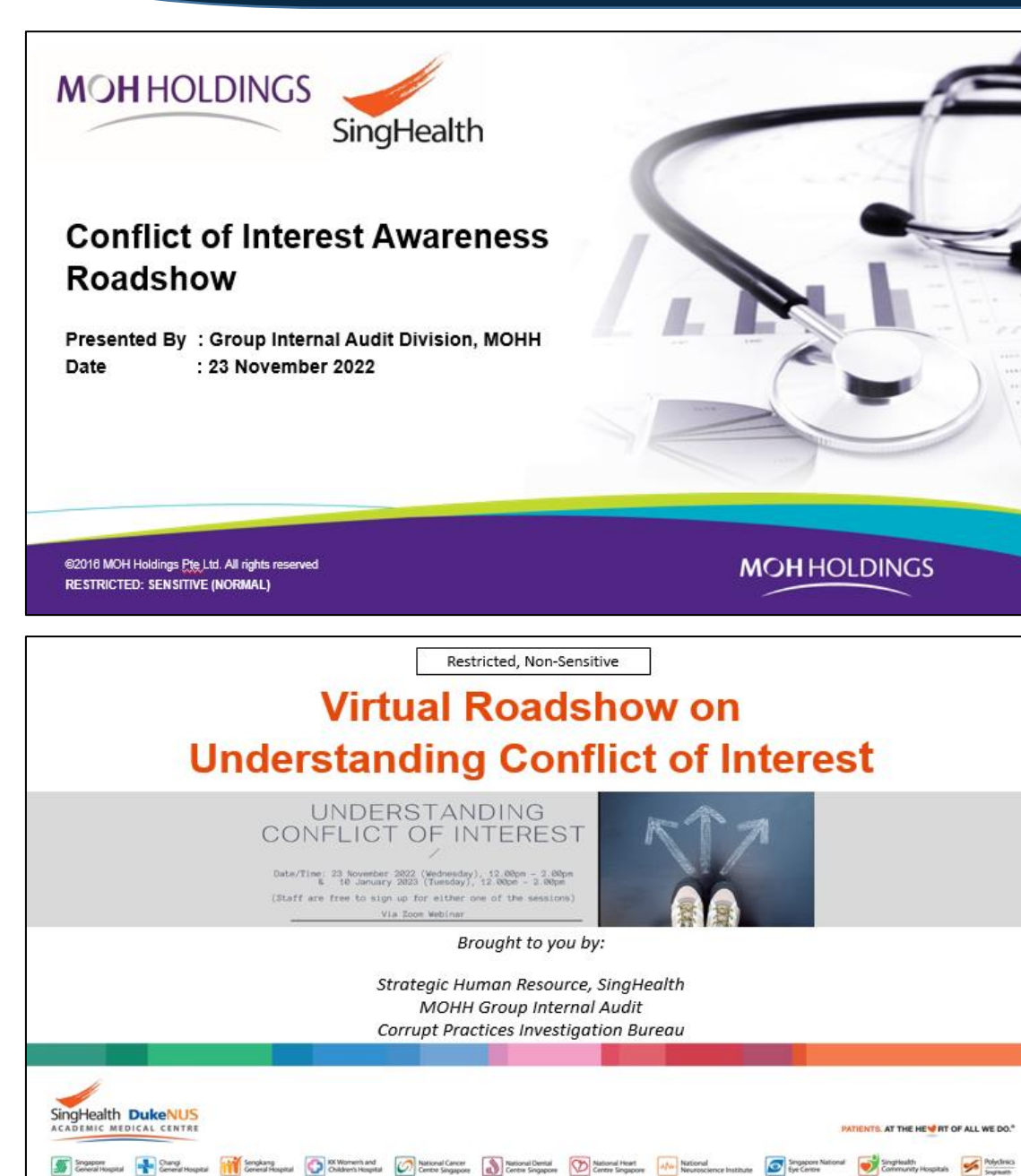
- ✓ Collaborated with SHR Learning & Development to leverage on LinkedIn Learning to train Supervisors and HR on handling grievance and managing workplace misconduct.

Case Study Discussions

- ✓ Conducted in-person case study discussions on grievance handling and discipline, with newly appointed Supervisors during the SHHQ 101 for Supervisor sessions.



2 Collaboration with Subject Matter Experts



- ✓ Collaborated with Ministry of Health Holdings and Corrupt Practices Investigation Bureau to conduct 2 Virtual roadshows between November 2022 to January 2023, reaching out to over **800** staff.
- ✓ Supervisors and staff benefited from the case studies and enhanced their awareness of Conflict of Interest ahead of the Annual Declaration Exercise.

3 Repository of Resources

- ✓ Developed a repository of resources to address identified gaps.
- ✓ Assembled a one-stop toolkit for Supervisors comprising vital tips and guidelines on handling and preventing grievances.
- ✓ Curated an Infopedia page on SingHealth's Workplace Bullying and Harassment Policy with best practices to foster a positive work environment.



CONCLUSION

Equipping SingHealth staff with the necessary tools and knowledge on handling and preventing employee grievances aids in the fostering of a respectful workplace culture in SingHealth. With staff at the heart of all we do, these projects pave the way for more positive initiatives to be introduced as we aspire towards Joy at Work through harmonious employee relations in SingHealth.

