



**Singapore Healthcare Management 2023**



# RISING STARS: EMPOWERING SCH'S JUNIOR EXECUTIVES THROUGH A GROUND-UP MENTORSHIP PROGRAMME

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The **SCH OPS-OPP-CPED Domain Mentoring Programme** [Operations (Ops), Organisation Planning & Performance (OPP), and Communications, Patient Experience and Development (CPED)] was conceived as a result of the findings from the Employee Engagement Survey (EES) 2021.

## METHODOLOGY

**Gap** Existing mentoring programme targets middle managers and above. Junior executives are not eligible and should be considered as part of their professional growth.

**Opportunity** A new mentoring programme targeting junior executives with the eagerness and potential to share in the values of SCH and the healthcare industry. Middle managers will be assigned as mentors, allow them the opportunity to impart experience and values.

**Solution** A ground-up voluntary OPS-OPP-CPED Domain Mentoring Programme, starting January 2023

## Matching Mentors-Mentees

Interested mentors and mentees submitted their profiles and were matched based on the responses –  
(1) Preference from mentee; and  
(2) Compatibility of answers from the profiles.

**25 Mentees**  
(out of 38)



**Matched with**

**14 Mentors**  
(out of 15)



## RESULTS

With a **high participation rate** of 66% from the Junior Executives (as Mentees) and 93% from the Managers and above (as Mentors), the team was excited with the potential of the programme.

In the first quarter check-in, a simple survey was launched to seek inputs from the mentors and mentees.

### Feedback from Mentees

*“Happy to have this time to catch up and to have an extra support and listening ear at work!”*

*“I think I am learning and the mentor is also my peer support in a sense. We shared work struggle, passion on how to make work “work” better for each of us.”*

*“It’s a great initiative that has given me a new perspective on my career, and I feel more confident in my ability to achieve my goals. My mentor’s willingness to share their knowledge and insights with me has been invaluable – he has allowed me to express my ideas and challenges me to think out of the box. I would highly recommend this programme!”*

*“It is a meaningful and interactive session where we can learn different perspective about life and work situations”*

### Feedback from Mentors

*“I learnt a great deal of how the younger folks feel, their value systems and hear their aspirations / share their frustrations.”*

*“This program is initiated organically and will open doors to our staff who are not part of official SCH's mentoring program by HR. We are allowing more junior staff to benefit from having experienced mentors. In essence, our executives are given early access to mentors which might be beneficial for career planning and provide them a different perspective.”*

*“This programme has allowed me to learn more on the mentoring process; and how my professional and personal experiences can be shared with others. It has also allowed me to look and understand from my mentee’s perspective.”*

## CONCLUSION

This ground-up Mentoring Programme for Junior Executives fuels not only excitement among the Mentees and provides a refreshing opportunity for the Mentors to influence and nurture the next generation!

### For Mentees

- Having someone else beyond their direct supervisors to bounce off ideas, learn new insights and perspectives
- Increase knowledge beyond their departments and grow their network
- Find more purpose in what they are doing at work and also connect them deeper with the organisation

### For Mentors

- Grow their coaching skills and in confidence - recognising that they can support the growth of a larger group of junior executives beyond their own teams
- Learn new insights from their mentees, and how as leaders, they can help create a more enabling workplace for the junior executives in their jobs