ENHANCING ONBOARDING EXPERIENCE THROUGH BLENDED LEARNING

Singapore Healthcare Management 2016

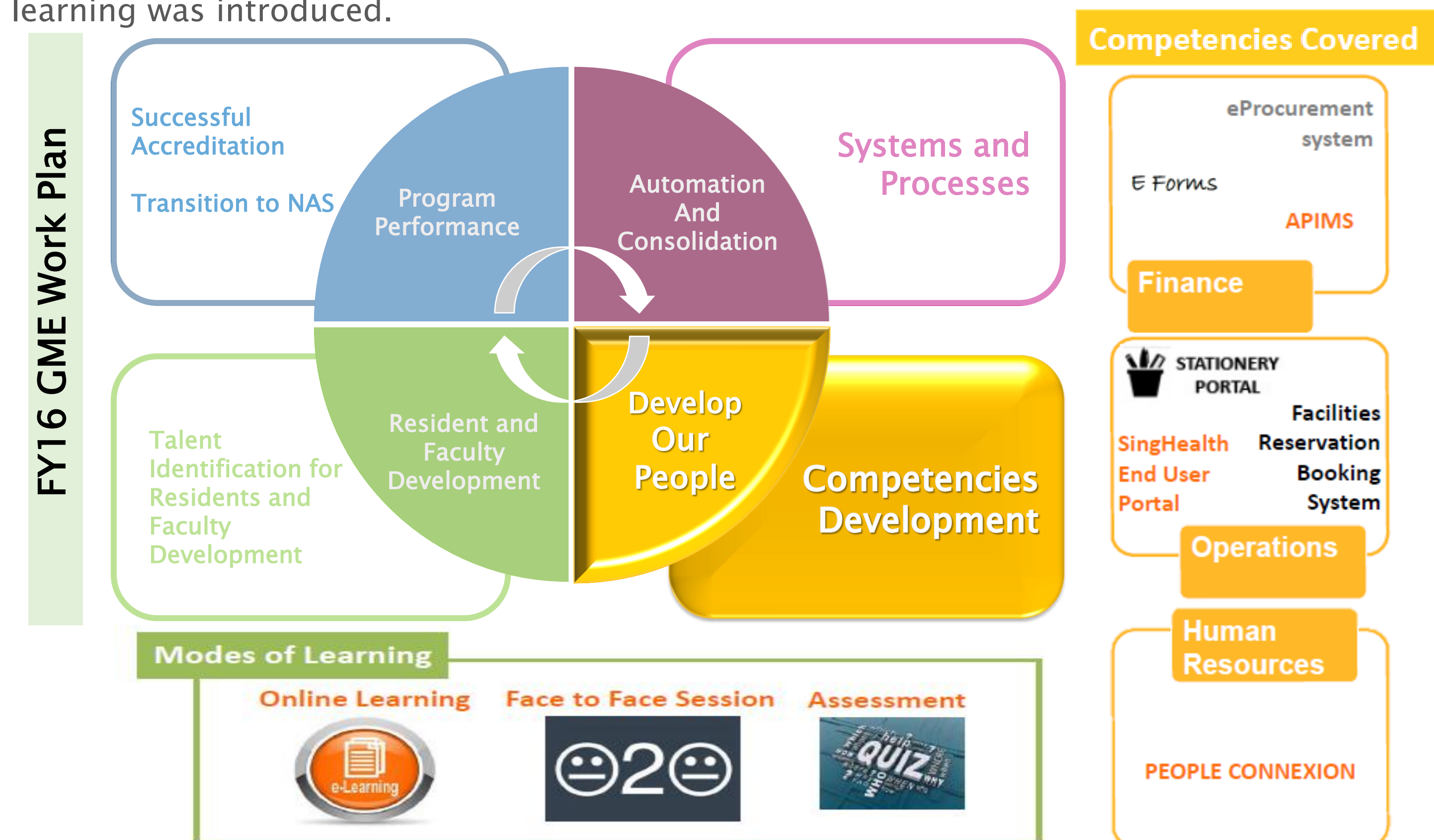**SingHealth RESIDENCY** for the love of medicine

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AIM

Research has shown that organizations with strong onboarding programs retain an average 91% of staff and meet performance targets faster than those who do not[1]. New hire experience and onboarding program can impact employee engagement.
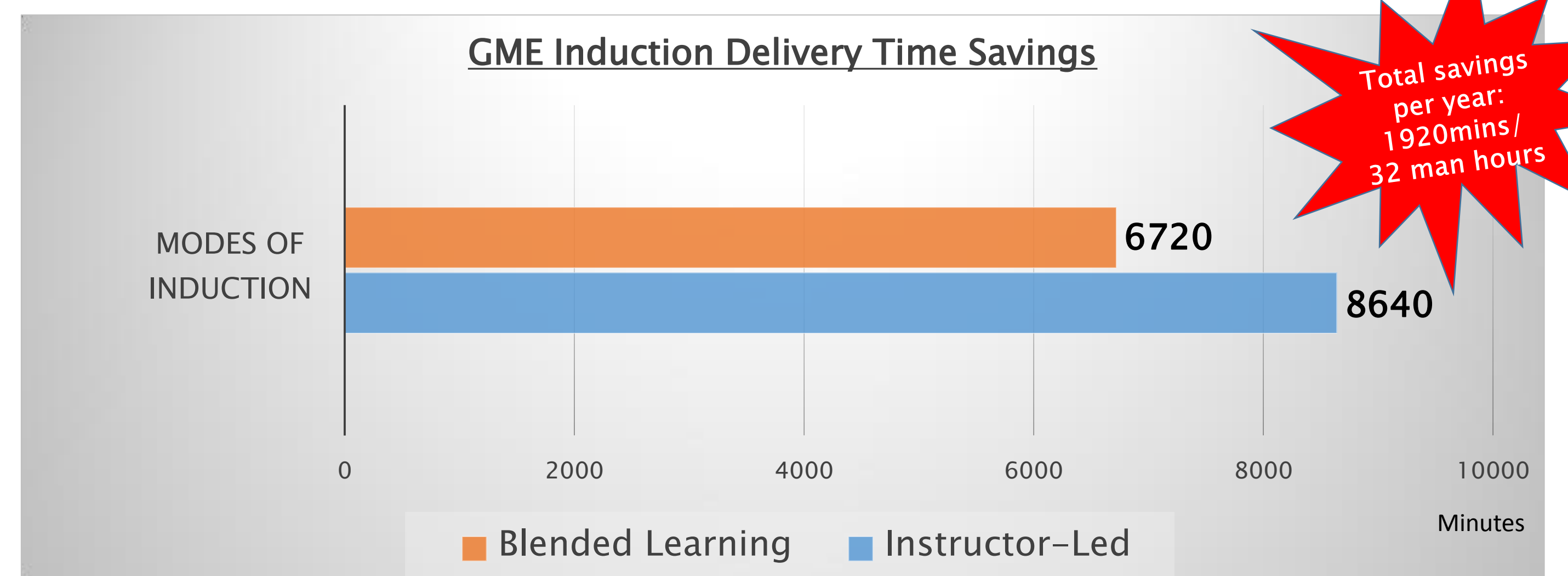
At SingHealth Residency, a one hour weekly induction program spanning 6 weeks was introduced following results of Employee Engagement Survey (EES) 2012. The aim was to bring new hires up to speed in areas covering Finance, Operations and Human Resources. While the induction program met its objectives, as shown in significant improvements in EES 2014 results, it was intensive and stressful to the new hire. Instructor-led training is also labour-intensive and posed a challenge in terms of scalability.

To address these issues, a blended onboarding experience with focus on learner-centered learning was introduced.

METHODOLOGY

E-learning was incorporated in addition to instructor-led training for increased efficiency and content retention. Learning milestones were defined according to content complexity.

Induction was divided into 3 parts, with corresponding learning milestones. In the first week, new hires were introduced to an e-learning module on overview of Group Education. To facilitate familiarity with the new working environment, a tour of the educational facilities at the Academia was also included. Completion of the e-learning module and on-line quizzes constitute the first learning milestone.

In the next 4 weeks, new hires access on-line modules covering topics: Overview of Residency, Operations and Human Resources. This is complemented by face to face orientation via the GME 101 module. Mini-quizzes test and facilitate learning for the on-line modules and additional sessions for clarifications on the e-learning contents were also organised.

In the remaining 3 weeks, new hires were introduced to areas in Resident and Faculty development via another face to face session. Due to content complexity, instructor-led training on Finance modules ensures understanding, retention and application. An on-line quiz is to be completed at the end of the training. Completion of modules and quizzes constitute the third learning milestone.

NEW AND IMPROVED GME INDUCTION

GME 101
- Human Resources
- General Admin & Facilities
- Finance & Procurement
- Business Continuity Management
- On the Job Training

Week	Program	Mode of Learning
1	Overview of Group Education Mini Quizzes Facilities Tour	E Learning Black Board On Site
2	GME 101	Face to Face
3 4 5	Overview of SingHealth Residency 5 GME Admin Modules Mini Quizzes	E Learning Black Board
6 7 8	Resident & Faculty Development Module 3 GME Finance Modules On-line Quiz	Face to Face E Learning Black Board

1st Learning Milestone
2nd Learning Milestone
3rd Learning Milestone
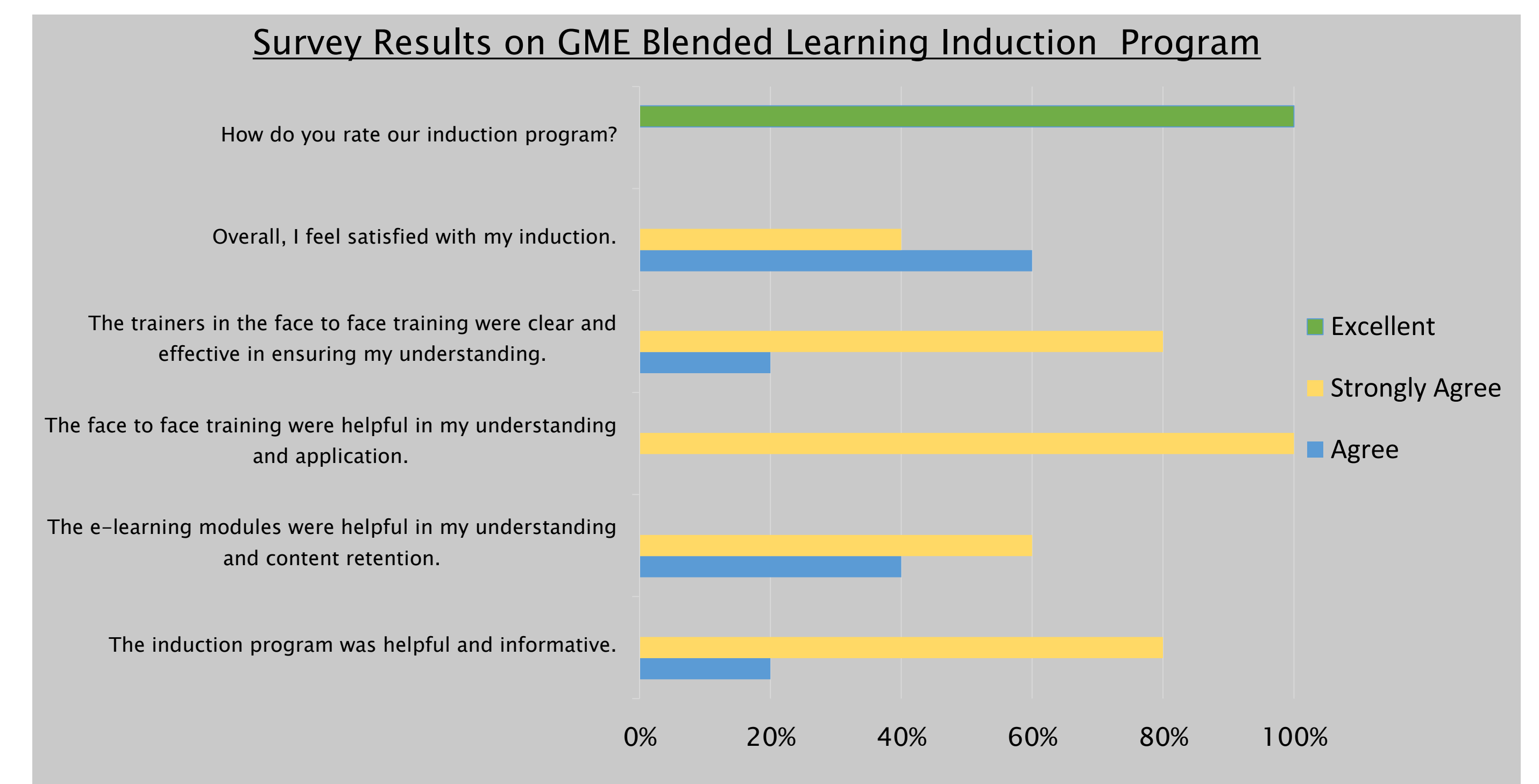
8 Weeks program for all new hires

RESULTS

The change in induction format to a blended learning approach produced a delivery savings time of 80 minutes per induction, from 360 minutes to 280 minutes per induction. Based on past year records, with an average of 2 new hires inductions conducted per month, this constituted to total delivery savings of 32 man-hours per year.

GME Induction Delivery Time Savings

Total savings per year: 1920mins / 32 man hours

MODES OF INDUCTION	Minutes
Blended Learning	6720
Instructor-Led	8640

In the post induction surveys conducted on new hires who have completed the blended learning induction program, all (100%) "Agree" or "Strongly Agree" that the e-learning modules were helpful in their learning and content retention and 100% "Strongly Agree" that the face to face training were helpful in their understanding and application. All of them (100%) also "Agree" or "Strongly Agree" that they were satisfied with their induction program and all (100%) rated the induction program as "Very Good" Or " Excellent".

Survey Results on GME Blended Learning Induction Program

(Legend: Excellent, Strongly Agree, Agree)

- How do you rate our induction program?
- Overall, I feel satisfied with my induction.
- The trainers in the face to face training were clear and effective in ensuring my understanding.
- The face to face training were helpful in my understanding and application.
- The e-learning modules were helpful in my understanding and content retention.
- The induction program was helpful and informative.

CONCLUSION

The benefits of a blended learning approach in onboarding are many. Through e-learning, issues in accessibility and scalability are addressed. E-learning accessibility allows new hire to settle in and be familiarized with the learning environment before learning commence. The empowerment of knowledge acquirement increases employee engagement and focus, enabling new employees to transit into their new roles confidently. This enhances both the onboarding and training experience for new hires.

In today's talent driven world, attracting and retaining talents is a real priority. A blended approach in onboarding experience for new hires is therefore vital in balancing both business objectives and employee needs.

Face to face learning + Online learning = Blended learning
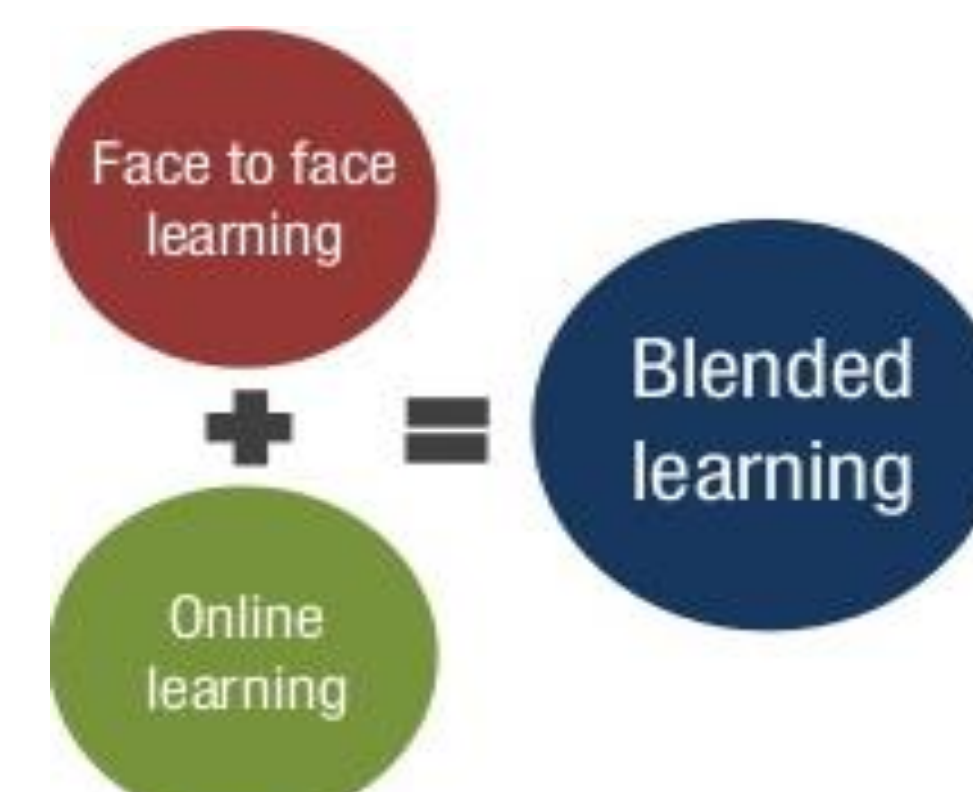
[1] 5 ways to Improve Your Onboarding using Blended Learning, Emily Berry, 3 March 2015