



Singapore Healthcare Management 2016

Staff Engagement through the Practice Leaders' Network

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INTRODUCTION

The Practice Leaders' Network (PLN) was initiated by Learning & Career Development (LCD) Department to build a pool of staff with passion for coaching and facilitation of in-house courses in SGH. It offers an excellent platform for our experienced staff to contribute meaningfully beyond their job responsibilities, while allowing the Hospital to grow its training capability and provide more learning opportunities to other staff. PLN recruitment is by invitation to ensure the right fit of candidates in terms of interest, alignment of organisational and personal goals and good role models.

OBJECTIVE

To build professional Workforce Capability and fulfill Staff's Aspiration in teaching

METHODOLOGY

1. PLN facilitator's development

PLN facilitators were equipped with facilitation skills and knowledge through the "Train-the-Trainer" approach, followed by co-facilitation with an experienced facilitator. Feedback on performance was provided. Some experienced PLN facilitators were further trained to facilitate specific certification programmes such as The 7 Habits of Highly Effective People or Myers-Briggs Type Indicator (MBTI).

2. Allocation of training session

The programme schedule is planned at the beginning of each Financial Year, and each PLN facilitator is required to commit 3 man-days of training session.

3. PLN facilitator's evaluation

Feedback from participants was regularly provided to the PLN facilitators to ensure their performance met with expectations.

4. Continual development for PLN facilitator

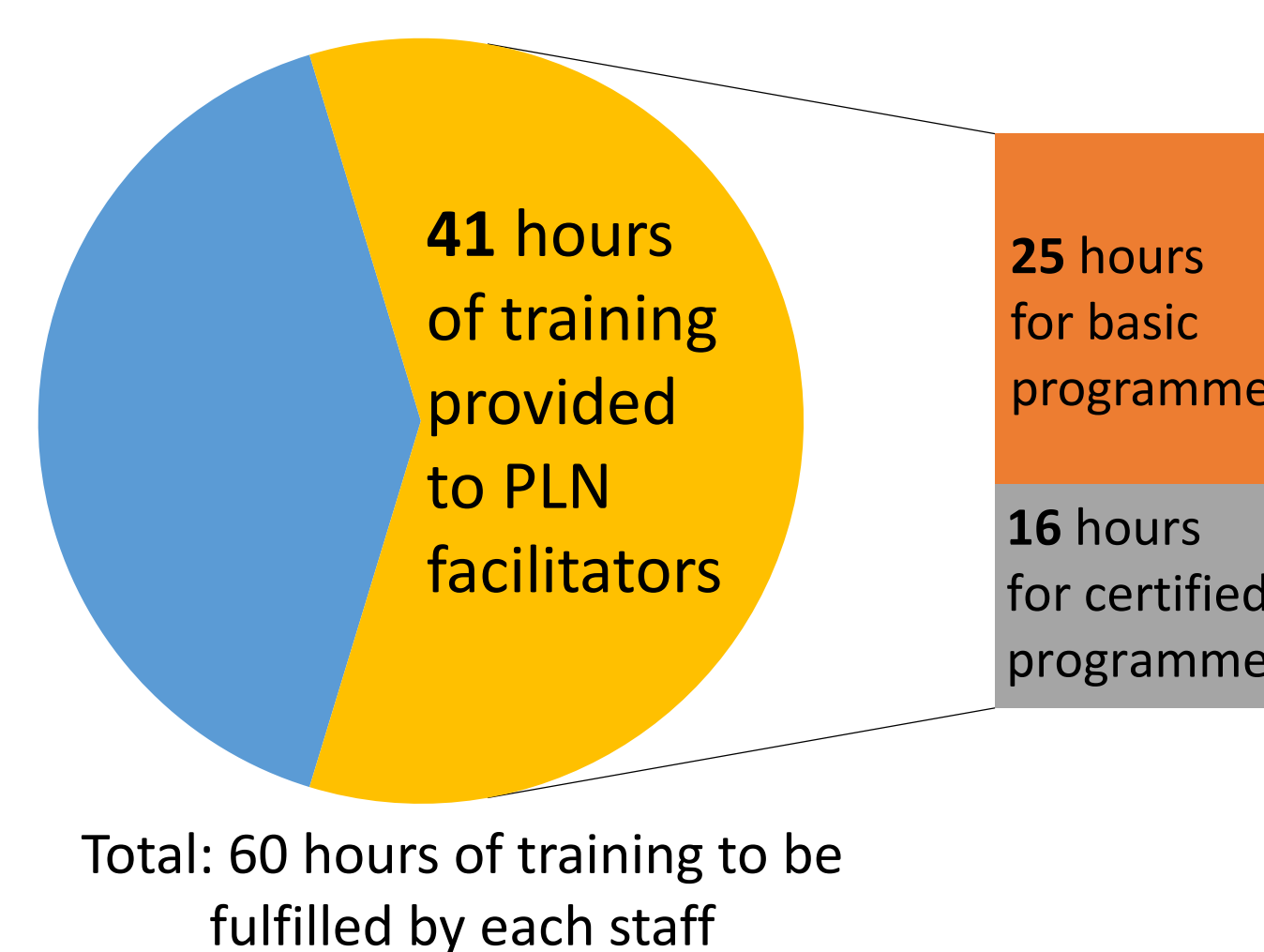
PLN facilitators would be invited to attend conference relating to Facilitation and Training to keep abreast of their facilitation competency and opportunities for networking and professional exchange. In addition, Annual Appreciation events are held.



RESULTS

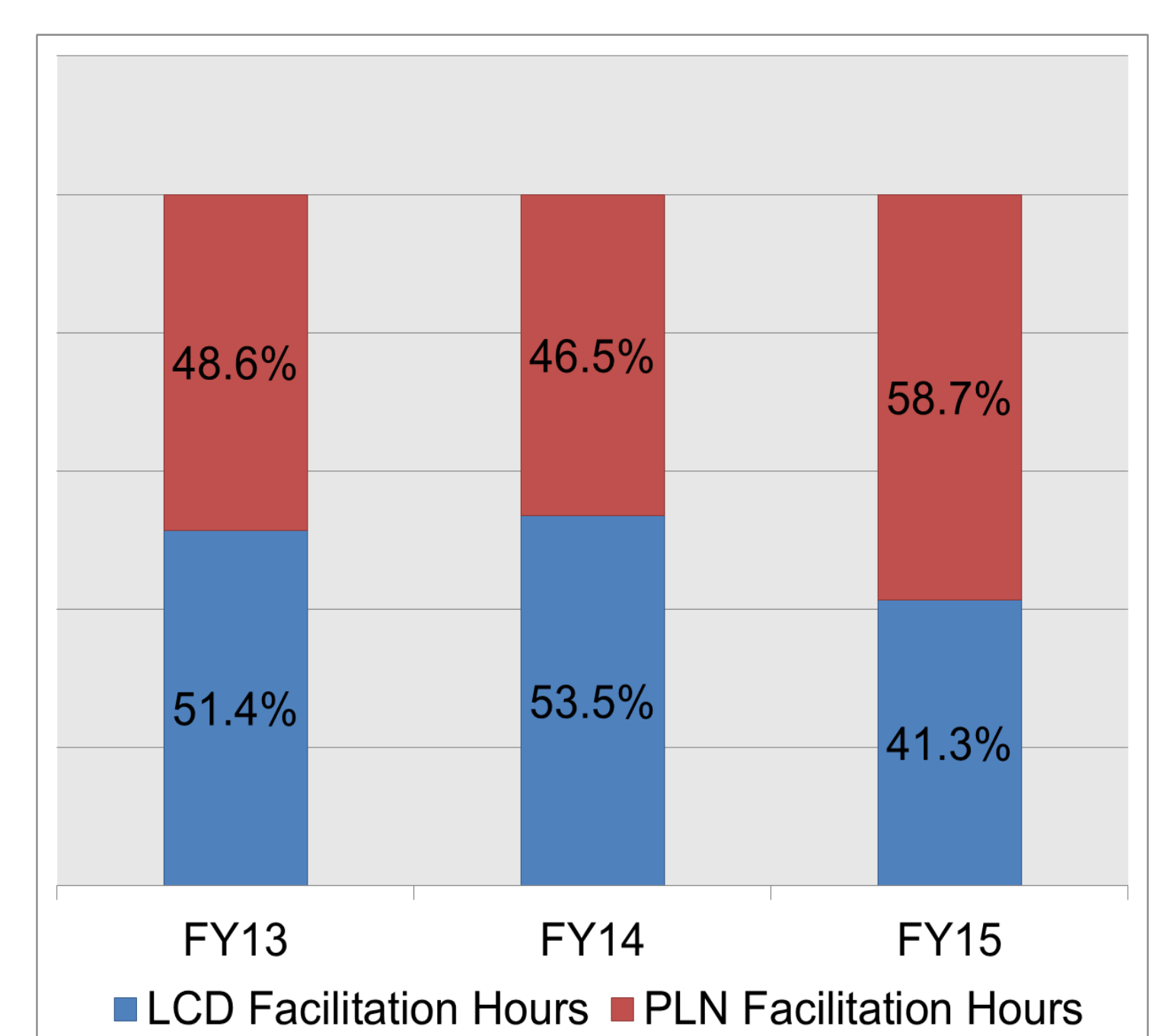
Outcomes were measured based on the cost savings brought by PLN and the increased training hours in the past three years (FY13 – FY15).

Training hours undertaken by PLN members



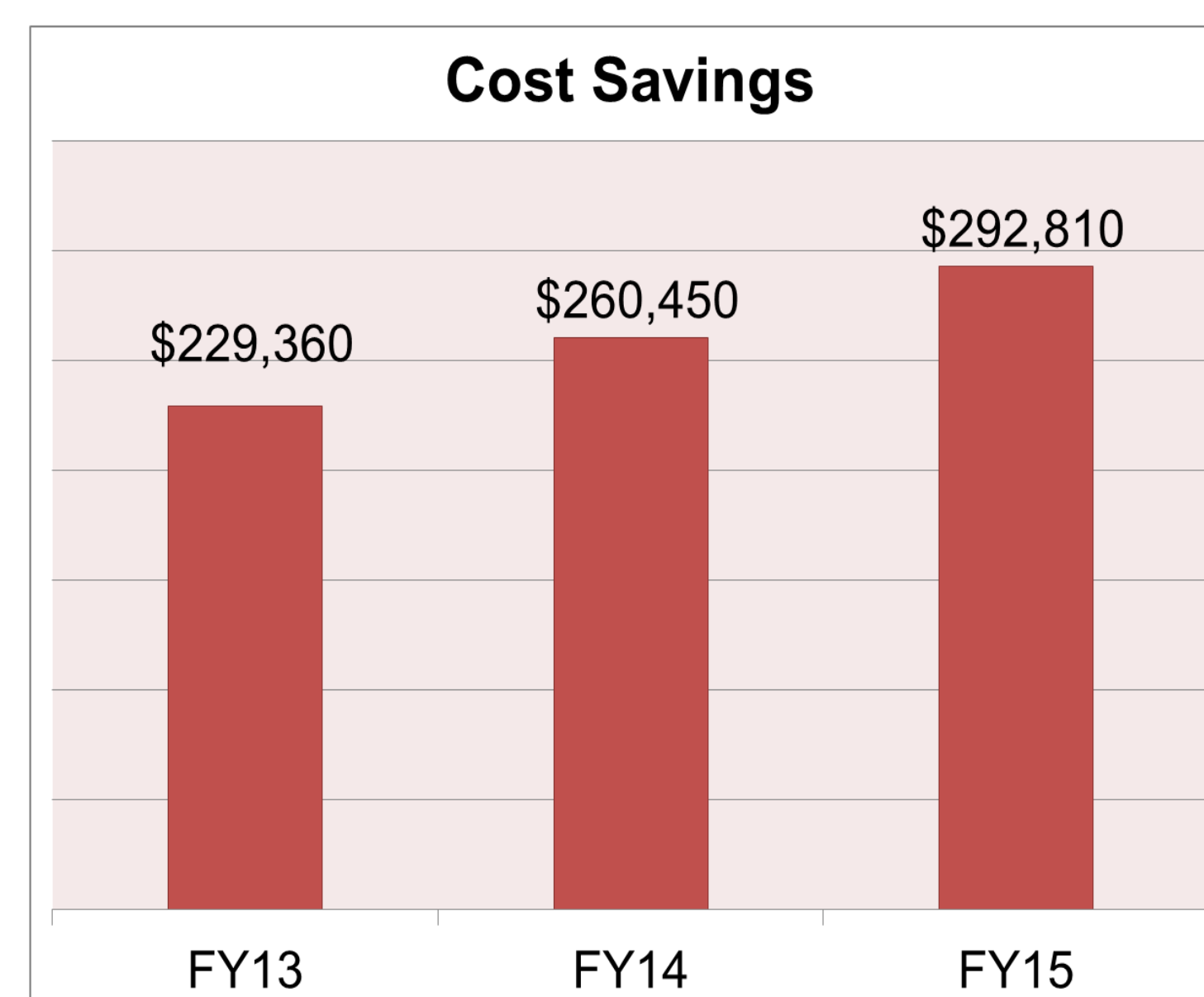
PLN facilitators were required to undergo 25 hours of training before coaching, with an additional of 16 hours to run certified programme. This helped them to achieve the institutional target of 60 hours of training for personal development.

LCD & PLN facilitation hours



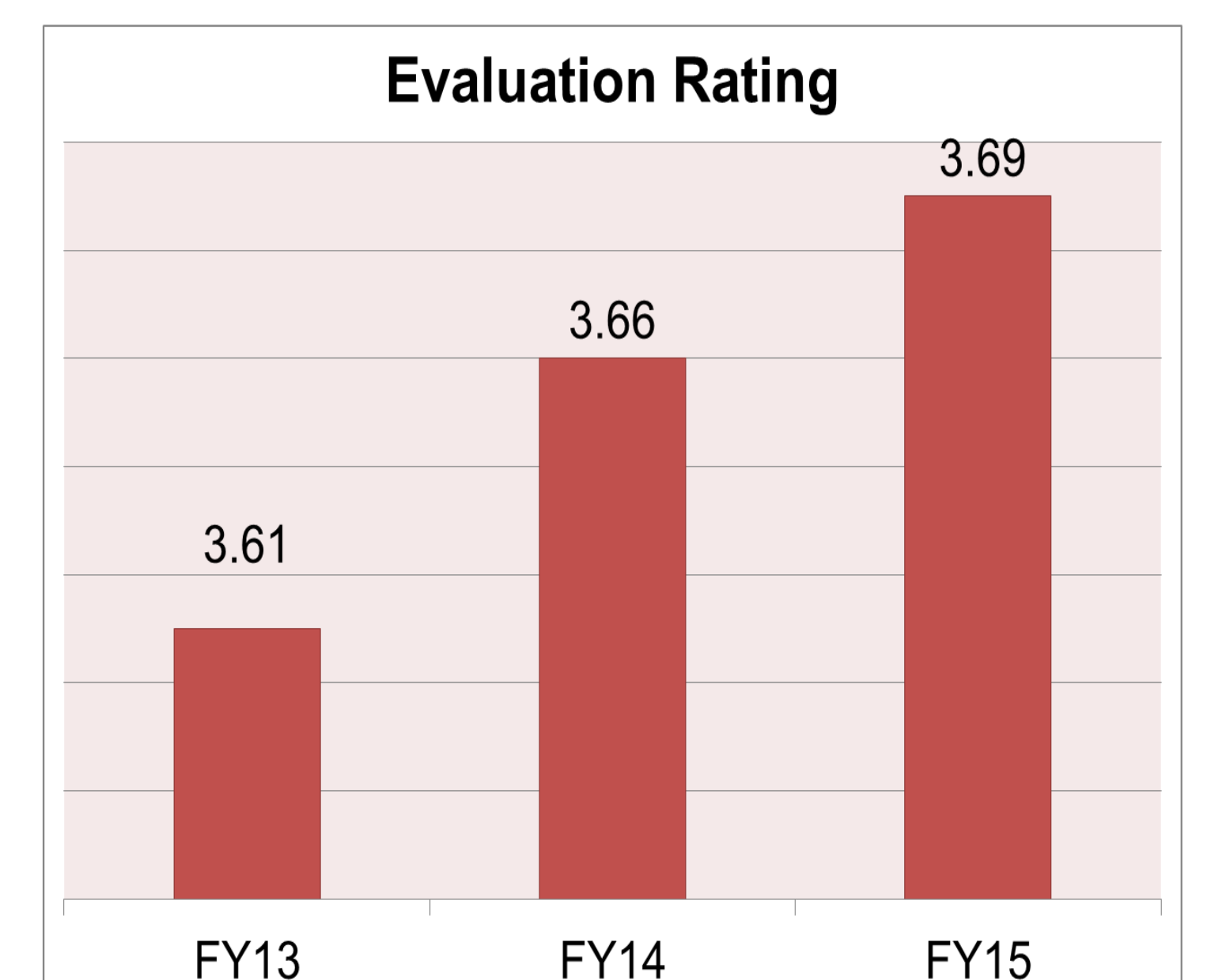
Number of sessions facilitated by PLN members were monitored against the sum of in-house courses to ascertain the increased training capacity created.

Cost Savings brought by PLN

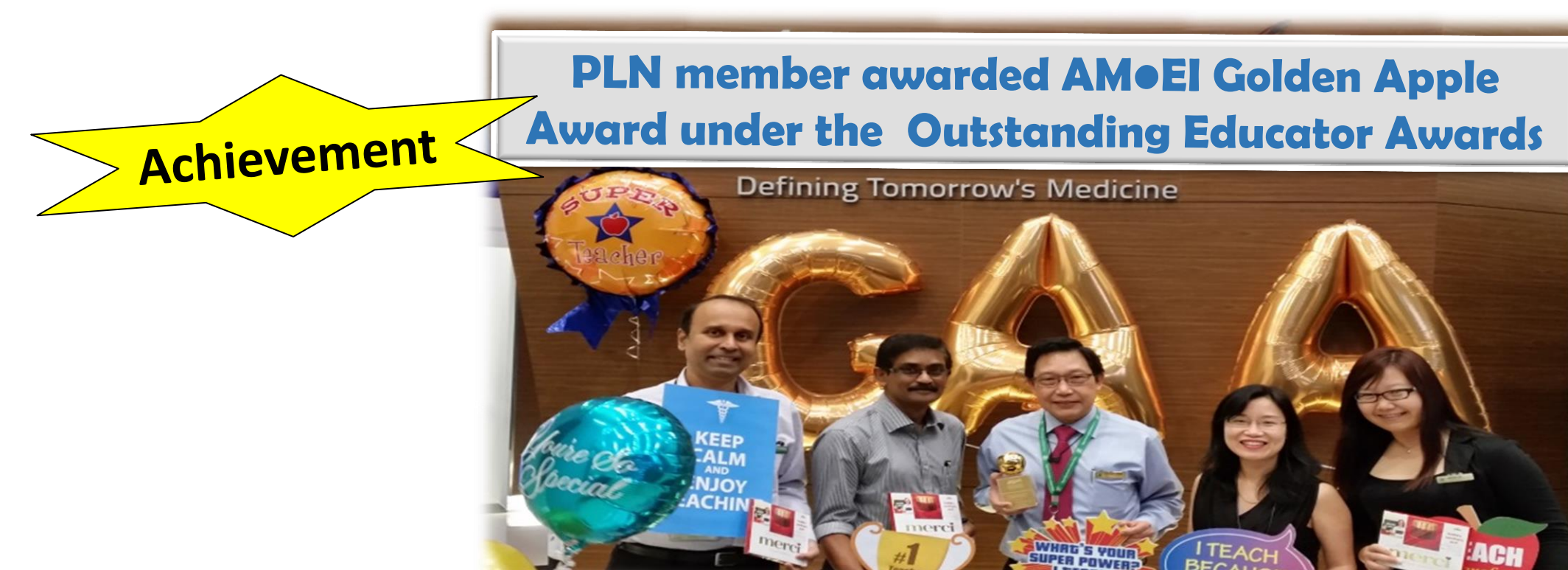


Financial benefits were evaluated based on the course fee per participant multiply by the number of training locations.

Average evaluation rating for PLN members



Overall evaluation rating over a scale of 5.



CONCLUSION

The PLN is an effective staff engagement tool which reaps benefits for the institution in terms of expanding training capacity and achieving cost savings. It fulfills not only the aspiration of PLN facilitators in teaching, but also the expectations of course attendees with knowledge and experiences shared by PLN facilitators. Ultimately, PLN helps expand and retain SGH talent pool by providing an opportunity for staff development and fulfilment.