

Attracting Talent into Public Healthcare Procurement



Singapore Healthcare Supply Chain
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care
education
research

Partners in Academic Medicine



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Agenda



Our Current Challenges

How are we coping?

What else can we do?

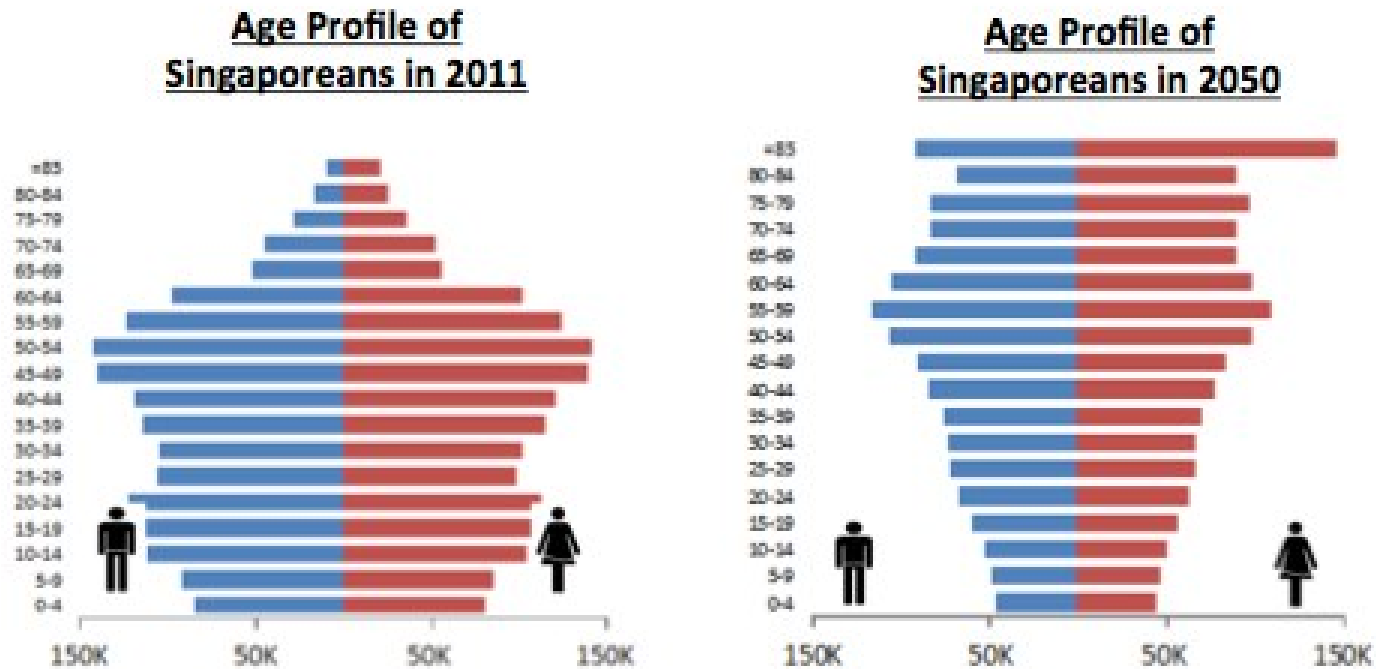
Q&A

Our Challenges : Work Volume & Complexity



How did we end up here?

Age Profile of Citizen Population



Form : Opening Address by DPM Teo Chee Hean at the “Our Population, Our Future” Townhall Dialogue on 9 October 2012

Our Challenges : Work Volume and Complexity



How did we end up here?

- Aging Population
- People Living Longer
- Health Awareness – More Health Screening, More Consults and Therapies
- Providing Better Quality of Care
- Under Investment on Aged Care – Leading to surge of new facilities

Our Challenges : Pace of Technological Advancement



How does this impact us?

- Need for more Equipment and Assets
- More frequent Replacement of Assets
- Wider range of products
- Need for more in-depth knowledge of products/markets
- New contracting models

Our Challenges : New Healthcare Facilities



Means competition for warm bodies

- They offer New Opportunities/Titles for Our Staff
- They have Bigger Recruitment Budgets
- They offer 'unique' set-up experience
- 'New' is 'better'
- They are 'more desperate'

What is different now?

- Shrinking Pool of Potential Employees
- Job Seeker's Market
- Career Development (Read : Faster pay increment and promotion)
- Job must be 'challenging'
- Work-Life Balance
- Job must allow personal creativity and management must be willing to listen

Our Challenges : Our Expectations of Employees



Who are we seeking?

- Superheroes
- People like us?
- Class 'A' People at Class 'C' Rates?
- Brood of Eagles?

The Infamous Stories

- Brompton Bikes
- SLA's Lamborghini Lover
- CNB's Security System
- SCDF
- AGO's reports
- Ex-Deputy Director at A Public Hospital Jailed for 6 weeks for corruption in 2013

Our Challenges : Disease Outbreaks



The Cases

- SARS
- H1N1
- Avian Flu H7N9
- MERS-CoV
- EBOLA

Due to the hazards, candidates may avoid Healthcare positions.

Our Challenges

- Work Volume and Complexity
- Pace of Technological Advancement
- New Healthcare Facilities
- Expectations of New Workforce Entrants
- Our Expectations of Employees
- Adverse Publicity of Public Procurement
- Disease Outbreak

Agenda



Our Current Challenges

Coping Measures

What else can we do?

Q&A

Coping Measures: Hire More People

More people is inevitable

- Growth in work volume, scope and governance
- Under investment in the past

Coping Measures: Hire More People



Additional Challenges

- Contend with Budget and HR processes
- Even more competition for warm bodies
- Hunt for workspace and other resources
- Investment in time for training

Coping Measures: Hire 'Better' People



Who are the 'Better' People?

- More Experienced (in Healthcare?)
- Better Academic Qualifications
- People 'even more like us'
- People from other Healthcare procurement set-ups
- All other 'More' attributes : More hardworking, more multi-tasking, more independent.....

Coping Measures : **Keep the Right People**



Who are the right people?

- The 'Better' People from the previous slide
- Your current team members who are contributing
- All other warm bodies(?)

Coping Measures : **Keep the Right People**



What do we do:

- Better Pay increments?
- Career Plan
- Promotions
- Pep talks

Coping Measures

- Hire More People
- Hire 'Better' People
- Keep the Right People

Agenda



Our Current Challenges

Coping Measures

What else can we do?

Q&A

What Else Can We Do? : Hire 'New Types' of People



Who are the 'New Types' ?

- People not from Procurement
- People from Other Industries
- People who may not have training/qualifications in procurement
- New job seekers with minimal experience
- Examples : Engineers, Sales People, Product Specialists

What Else Can We Do? : Embrace Diversity



Strength in Diversity

- No 'Ideal Employee'
- Each (Person/Type) Potentially Brings additional capabilities to the job
- Work on each employees' strengths first
- New Perspectives and Past Experiences of each employee can strengthen the team

What Else Can We Do? : Provide Learning Opportunities?



What kind of Learning Opportunities?

- Not just 'relevant training courses'
- Create Learning situations at workplace
- Let employees really 'try'

Reposition and Restructure Jobs to enhance learning and career development

- Emphasis on Value Add of the Job
- Institute Job Rotation – Each Porfolio is a Learning Phase
- Delegate and Guide

What Else Can We do?

- Hire New Types of People
- Embrace Diversity
- Provide Learning Opportunities
- Reposition and Restructure Jobs

Q&A