



Singapore Healthcare Management 2022



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SingHealth

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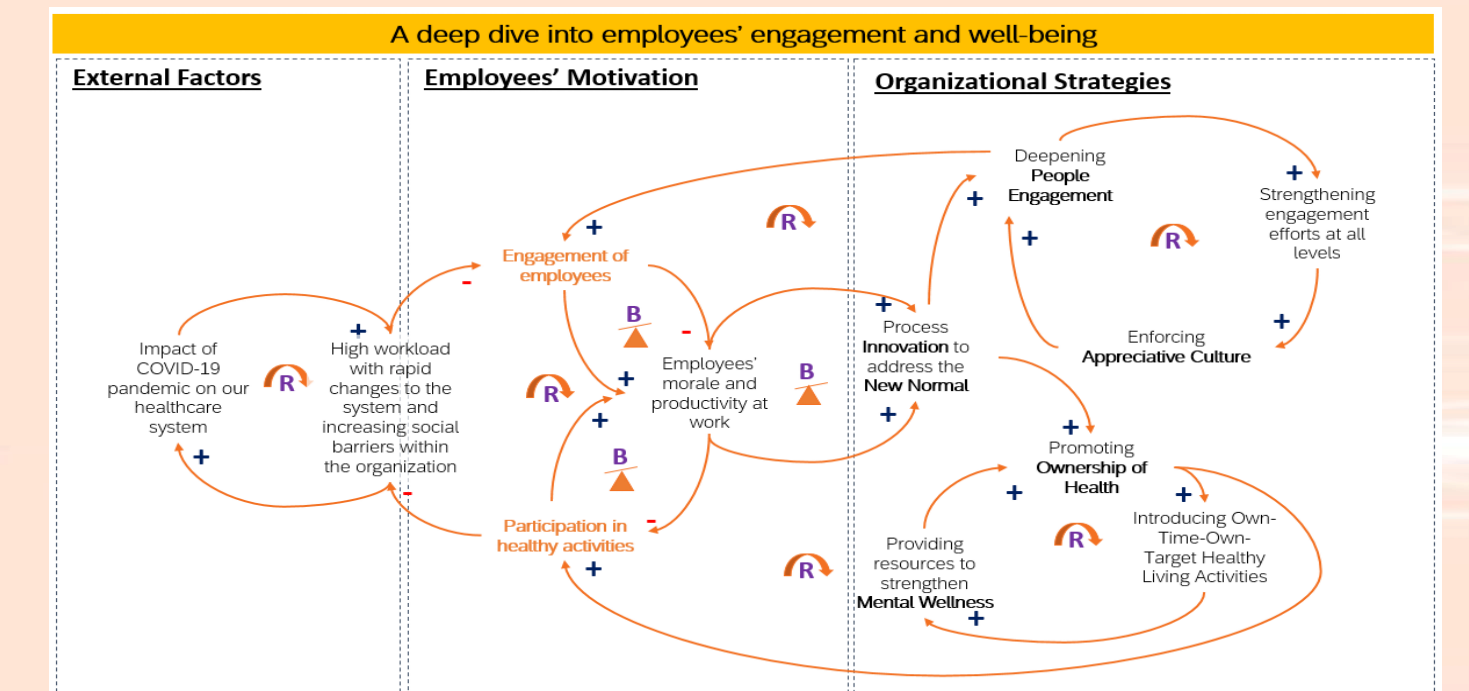
# A Booster Jab of DOPAMINE!

## 1. Introduction

The global shortage of healthcare workers has posed tremendous manpower challenges to SKH as we continue to ramp up our services and bed capacity to serve the Northeast community. The war for talent, exacerbated by the invasion of COVID-19, has a paramount impact on the overall well-being and productivity of our employees. Thus, HR needs a systemic review of its current attraction and retention strategies to prevent further employee burn-out within the over-stretched healthcare system. One of the HR strategies, the DOPAMINE framework, was introduced to focus on employees' well-being, mental wellness and engagement.

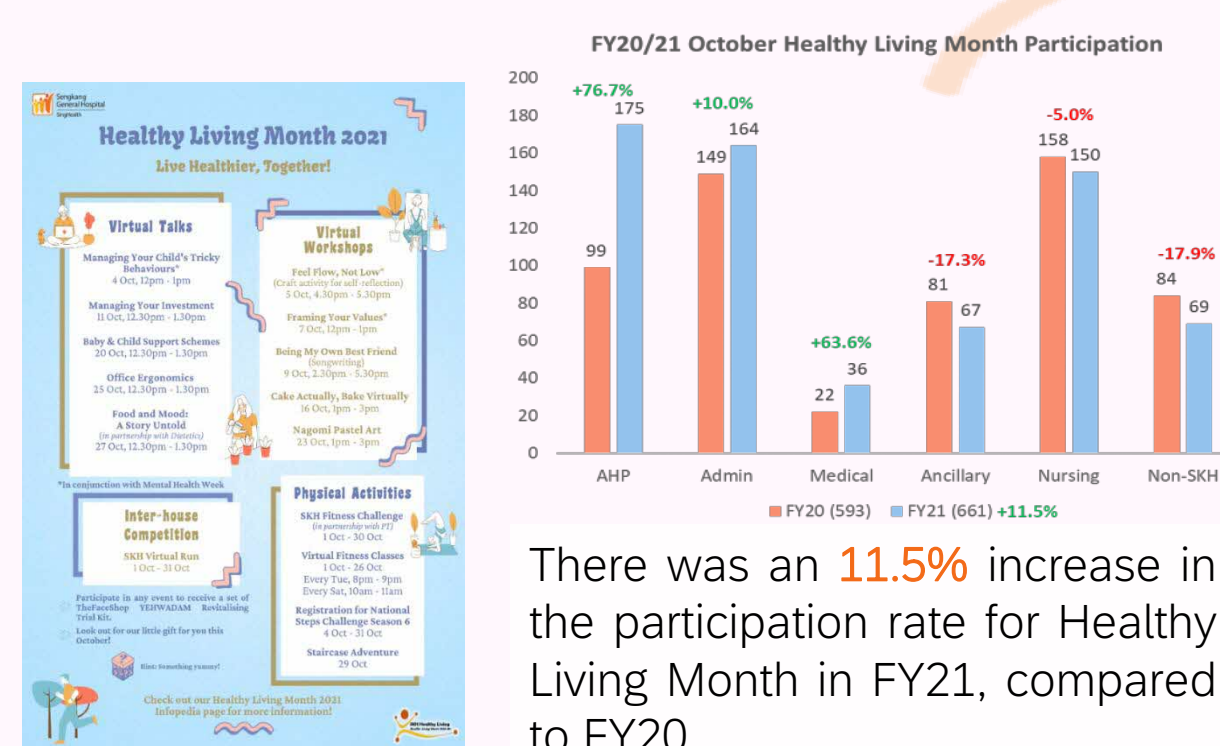
## 2. DOPAMINE Framework

The framework focuses on two key pillars, namely promoting **Ownership of Well-being** and deepening **People Engagement**. These two pillars aligned with our Vision "Healthy Living, Fulfilling Life." and Mission in achieving "Better Health Together". We also strengthened the **Appreciative Culture** and **Mental Wellness** awareness of our employees, and embraced **Innovation** to promote self-actualisation and fulfilment at work to remain sustainable in the **New Normal**. **Evaluations** were conducted to review the effectiveness of the various strategies implemented in SKH.

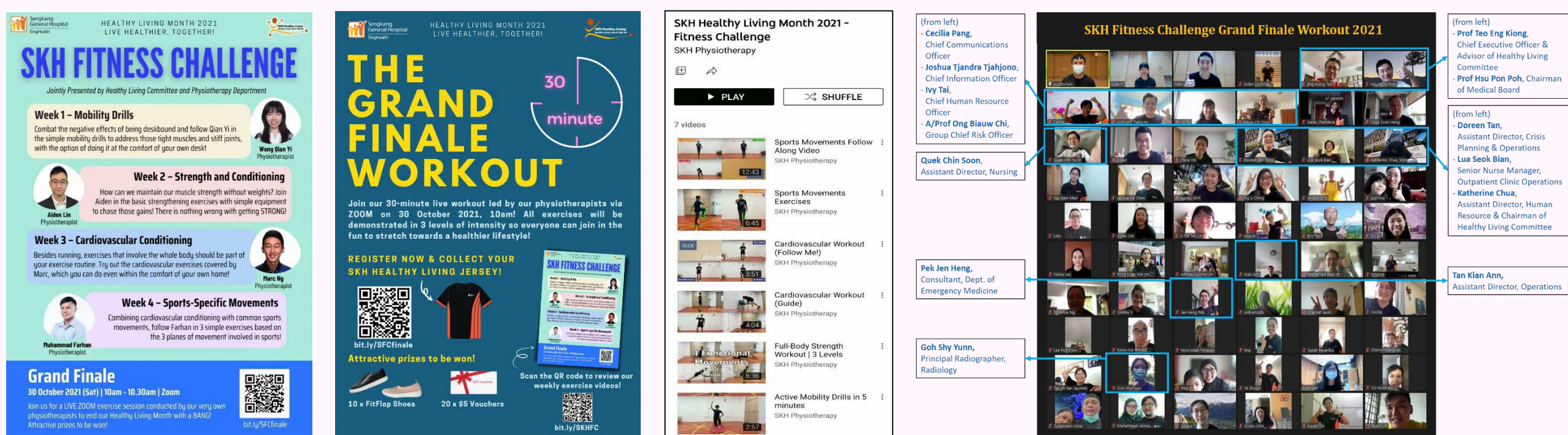


### Ownership of Well-being

Employees are encouraged to take charge of their own well-being and adopt healthier behaviours through various health interventions programmes. The annual Healthy Living Month is one of the initiatives which aims to cultivate healthier behaviour through various talks and activities.



SKH Fitness Challenge 2021 is a one-month fitness challenge done in partnership with the Physiotherapy Department. A series of workout videos with exercises of 3 intensity levels (basic, intermediate and advanced) were released to employees. This bite-sized learning has enabled our employees to gradually increase the intensity level, thus building their fitness level and preparing them for the Grand Finale Workout led by CEO.



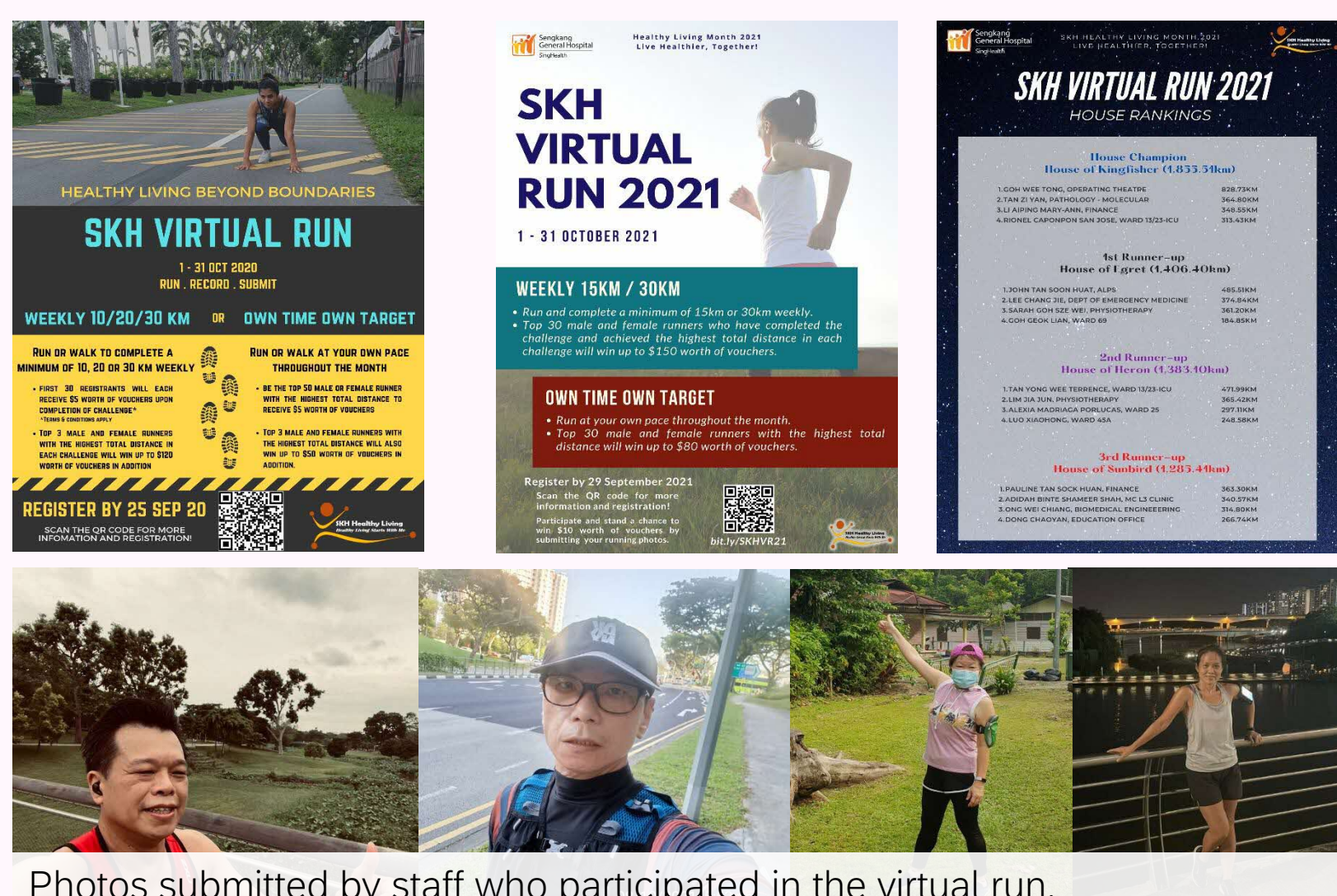
"Everything was enjoyable, good choice of music, gives the extra boost to do 1 more round." - Bryan Ravie, Executive, Community Engagement

"Warm up and down - helps prep my little-used muscles for the 'torture' to follow..." - Doreen Tan, Assistant Director, Crisis Planning & Operations

"Zoom - at most convenient place to join." - Joshua Tjandra Tjahjono, Chief Information Officer

"The difficulty level options. I can switch based on my own ability without feeling guilty not following the correct movement." - Sarah Pasaribu, Associate Executive, Pathology

SKH Virtual Run was a one-month long virtual running competition introduced in 2020 to promote self-initiated regular exercise habits among SKH employees to stay fit during the pandemic. Employees could run anytime and anywhere, striving towards the running goals that they have committed to. This catered well to employees in various work shift patterns and allowed them to take greater ownership of their health, especially during the pandemic. The team thus organised the second season with increased intensity levels, increased incentives and simplified submission format via FormSG to encourage greater participation.



Among those who have participated in both seasons, **29%** opted for a higher level of challenge and **41%** clocked higher total running distance in Season 2.

Almost **50%** of the population achieved an overall improvement in their running distance compared to Season 1's achievements.

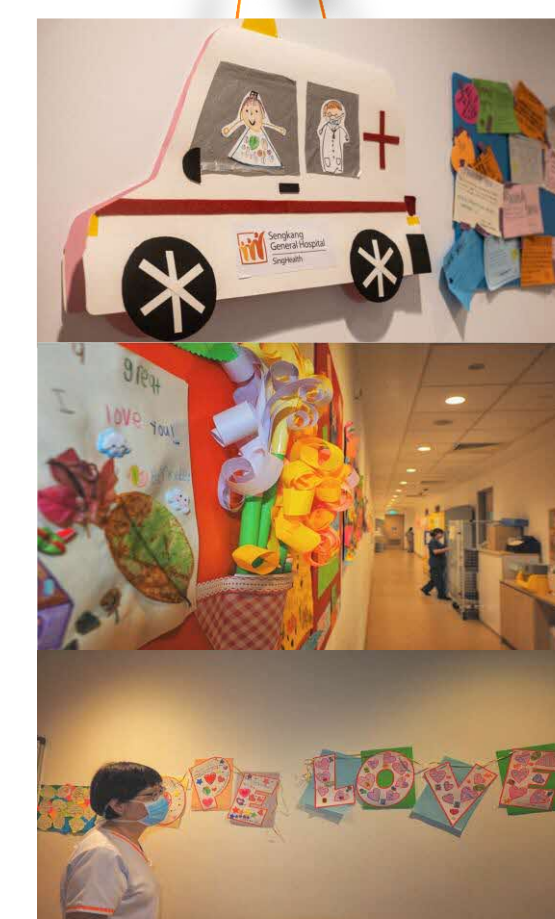
### Mental Wellness

Promoting wellness and resilience through various platforms such as healthy living activities, peer support groups and training courses to build a resilient workforce and help staff cope with the new normal.

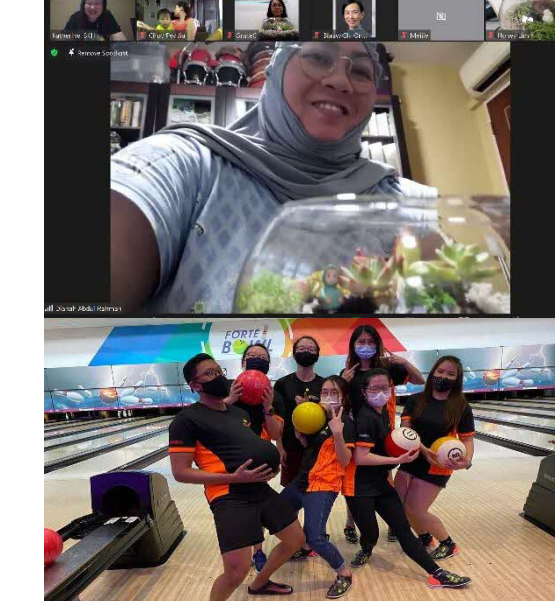


Building Team Resilience Course for Supervisors & above. The course comprises 6 modules - Appreciating the Past, Embracing the Present, Anticipating the Future, One Good Chat, Cultivate Awe and Cultivate Humour

Healthier Employees = Happier Workforce



Appreciation notes by the community for our employees were put up at various areas.



The virtual Terrarium workshop held on Saturday was well-received, attended by 106 employees together with their loved ones. The Own Time Own Target Bowling Competition was another successful event that attracted 139 participants.



Care packs were distributed to all employees by the Senior Management.

Being Creative & Optimizing Results

### People Engagement Strategies

The Senior Management continued to engage our employees at all levels to align organisational goals and address employees' concerns in the new normal.

#### Quarterly Virtual Townhalls to Engage Our Employees

Enable our leaders to share their thoughts and address employees' concerns in the new normal.

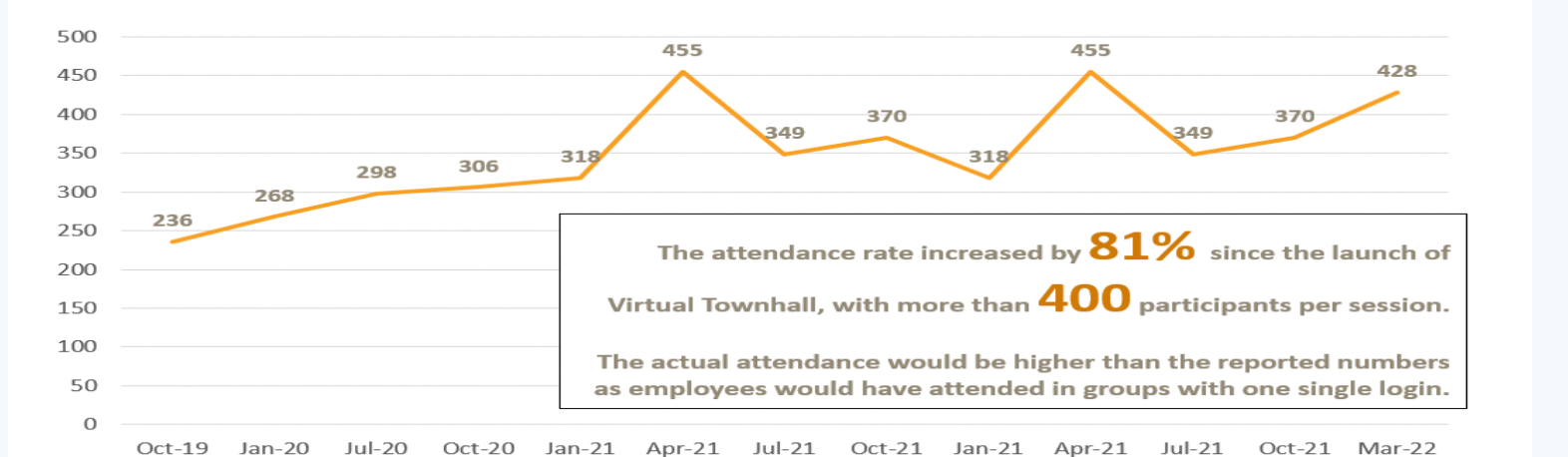


"Addressed the important points and concerns, providing assurance during this period of uncertainty."

"Good examples were used to remind employees on how to view things from different perspectives."

"New Normal topics give us knowledge and how to adjust and function better in our organization."

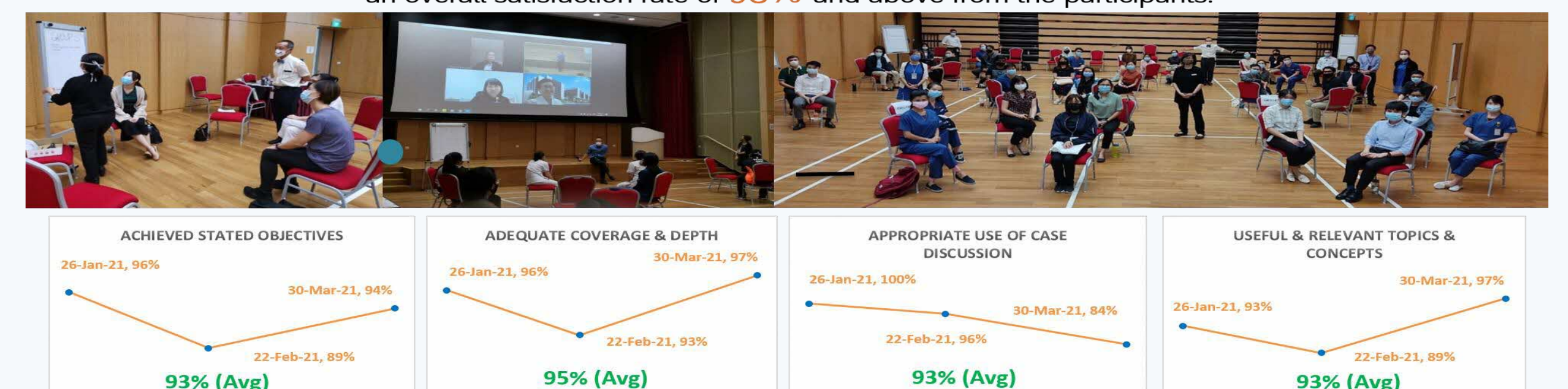
#### Attendance of Virtual Townhalls



#### Engagement at all levels by the Senior Management

Various platforms were introduced for the Senior Management to understand the challenges faced on the ground and brainstorm process enhancements to improve employees' experience at work. These include the **Leadership Ground Connect** led by at least 2 representatives from the Senior Management team to walk the ground monthly. **Leadership Engagement Sessions** were also conducted at Divisional levels and for the newly promoted managers, including the monthly **Culture Building Programme** and **Dialogue Sessions with Senior Management**.

The Culture Building Programme and Dialogue Sessions with Senior Management achieved an overall satisfaction rate of **93%** and above from the participants.



### Appreciative Culture

Fostering a culture of appreciation where employees are being valued and recognised for their contributions at work. The **Sengkaholiday & Joy to the World** introduced in FY20 & FY21 were attended by all divisions to strengthen family bonding and create the joy in travelling around the world virtually with fellow colleagues.



Fostering a sense of belonging through the **Staircase Makeover Project** with the support from our founding CEO as the advisor. This initiative had promoted bonding among SKH employees and strengthened teamwork and collaborations.



Attracted **50** talented employees who volunteered and formed their own groups and adopted a wall at Medical Centre L1-L10 staircase to showcase their amazing art through painting.

## 3. Evaluation

The DOPAMINE framework exhibited an effective intervention to encourage the ownership of well-being among employees and strengthen people engagement at all levels. With that, SKH achieved a **100% participation** rate in the Employee Engagement Survey 2021 conducted by Tower Watsons. The results also highlighted Mental Well-being and Working Relationships as the most improved categories compared to 2019 results, with favourable ratings **above 75%**.

#### 2019 Lookback - Highlights

Experiences that shifted the most (Improved)

Stable results across Mental wellbeing and Working relationships.

Category	Total Favourable
Mental Well-being: I know how to seek help through the support channels available when faced with workplace bullying and/or harassment.	79
Working Relationships: There is good cooperation between my department and other departments.	76
Mental Well-being: I have confidence in the systems and procedures set up by the hospital/institution/organisation in the event of workplace bullying and/or harassment.	75
Working Relationships: There is good cooperation among the people (e.g., doctors, nurses, support staff) in my team/section/ward.	80