



BACKGROUND

Effectively executing and achieving corporate strategic goals in large organisations, like SGH, is crucial yet challenging. In SGH, strategy development and implementation could be summarised into 3 main stages in the framework seen in Fig. 1 below.



Fig 1: SGH Strategy Framework

Though leadership team may set out the corporate strategy, delivering the plan rely heavily on the upper-middle leadership to understand the strategy, translate into their department work plans and craft functional strategies that their teams are able to relate to and align the development plans to the organisation (Fig 2).

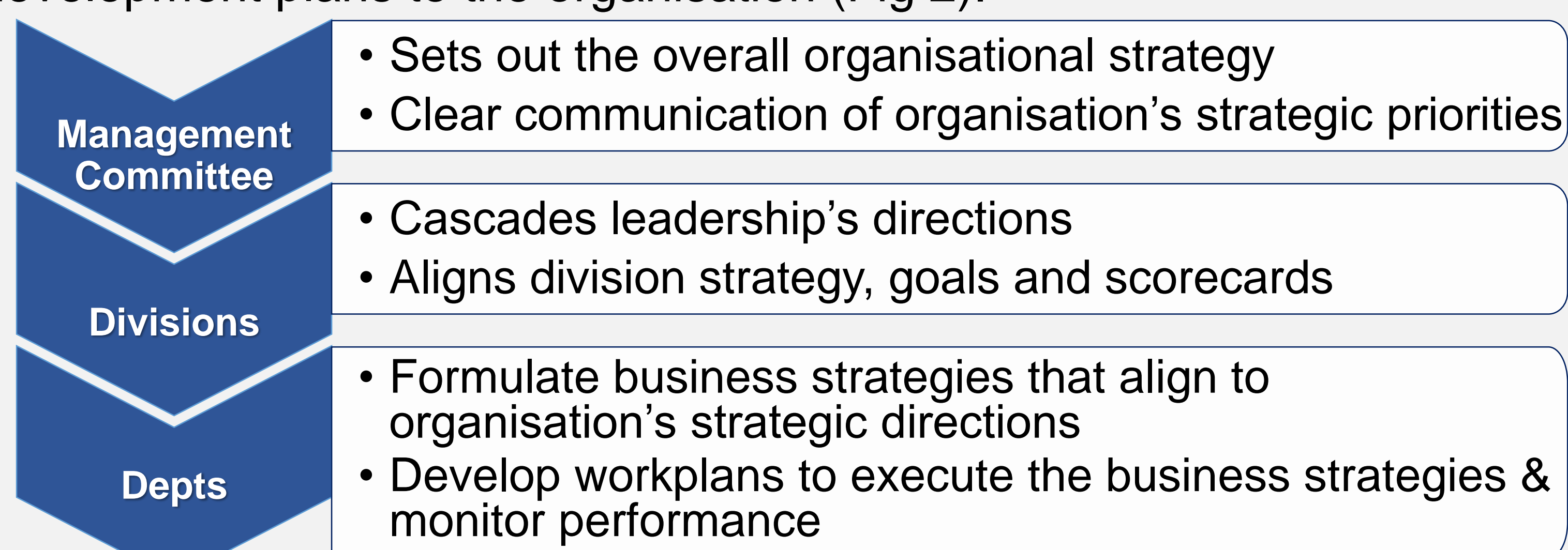


Fig 2: SGH Strategy Cascading

OBJECTIVES

Understanding the maturity of the organisation in strategy management will allow us to explore avenues to address gaps across the organisation. Therefore, through a Strategy Management Maturity Survey, we aim to achieve the following:

1. To assess the current strategy climate amongst the leaders to help us understand the current state and formulate next steps to enhance the communication and cadence of corporate strategy
2. To evaluate some of the current strategic initiatives and gather feedback for improvement

METHODOLOGY

We formulated the survey anchoring on the Strategy Management Maturity Model (SMMM) (Fig. 3), which consist of 8 dimensions of strategy with 5 levels of performance.

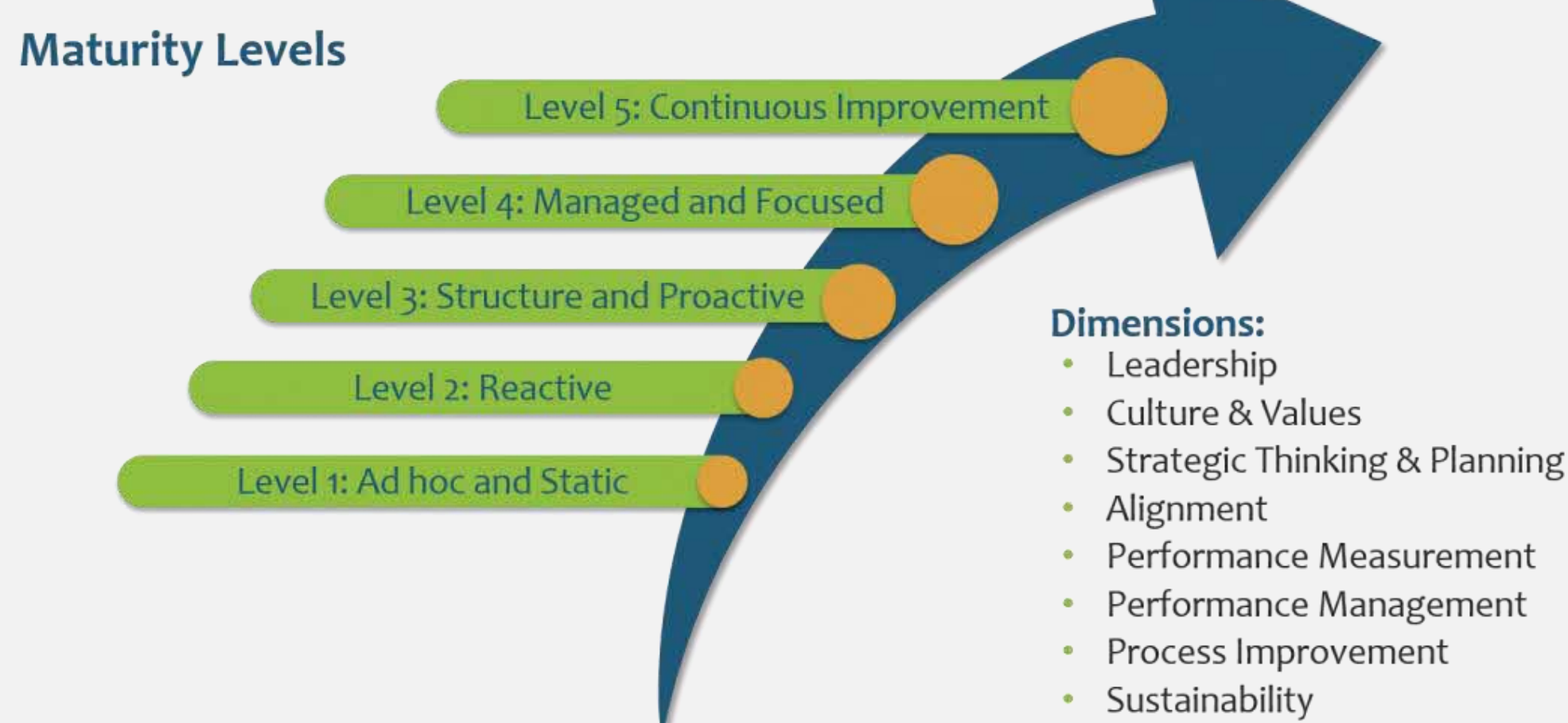
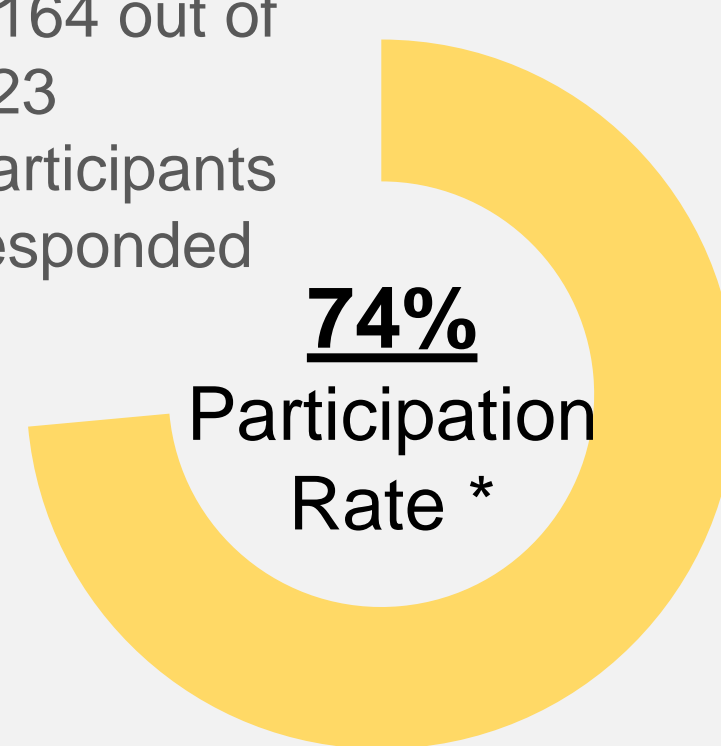


Fig 3: Strategy Management Maturity Model

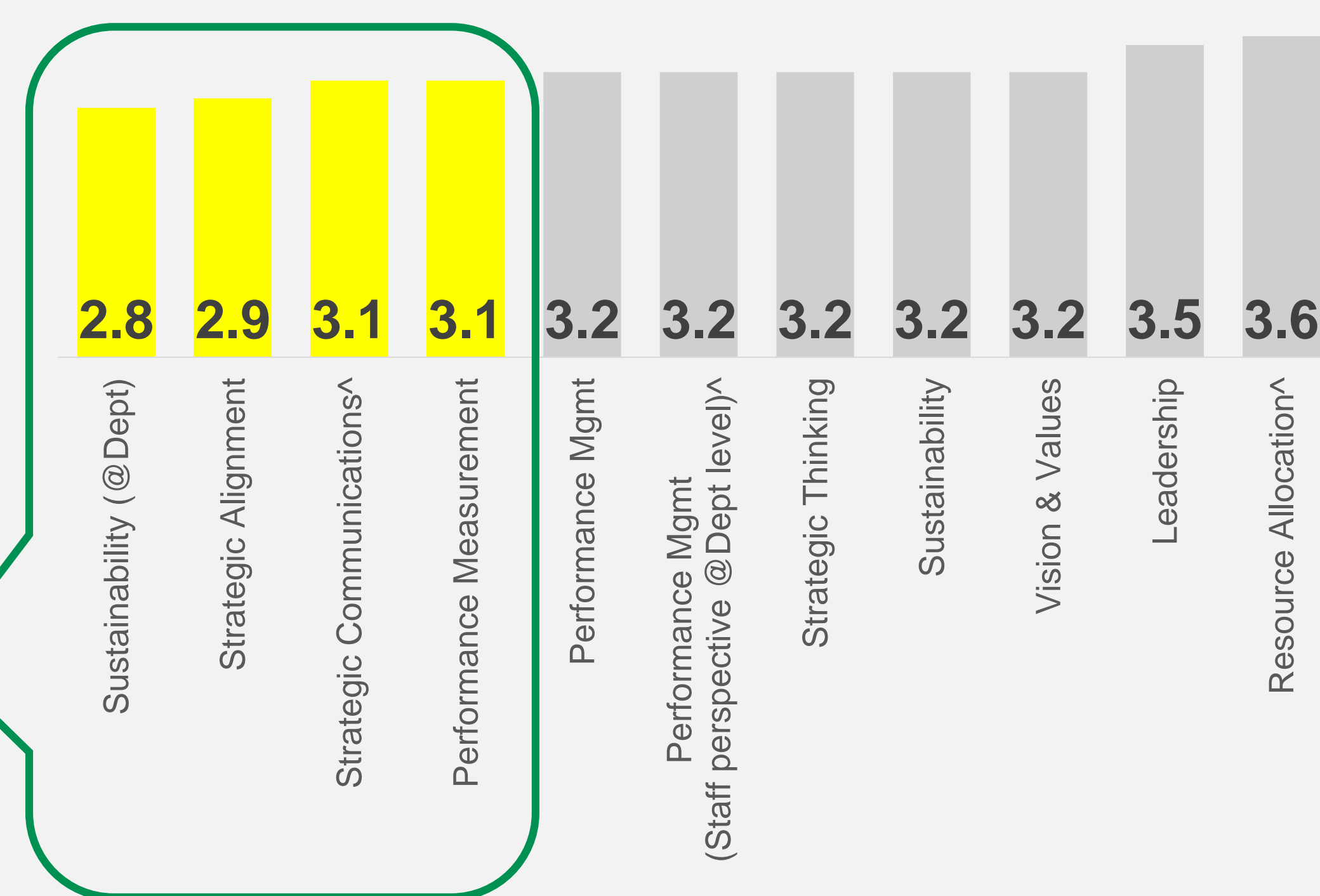
In addition, we supplemented the survey questions by referencing to other strategy frameworks ranging from strategic consultancies such as Mckinsey to research papers on strategy. We also crafted targeted questions pertaining to specific strategy tools in SGH such as Team Connect. We conducted a pilot survey on middle managers to test the understanding of the questions before rolling out the survey to more than 200 leaders of the organisation - ranging from C-suite to Assistant Managers and covering all professional groups.

RESULTS

* 164 out of 223 participants responded



The chart below shows the aggregated score of each strategy domain (max score of 5).



Arising from the result, we developed action plans to address these areas of concerns.

^Statements of these dimensions are customized to SGH context

74 (45%) respondents do not know about Team Connect

77 (47%) respondents felt that there is no formal structure in place to maintain focus on strategy @ dept level

66 (40%) respondents agree or strongly agree our culture is holding us back in strategy execution.

Revamp Team Connect

- Increase outreach effort to keep staff abreast of hospital developments
- Reinforce SGH 5 key priorities to the staff

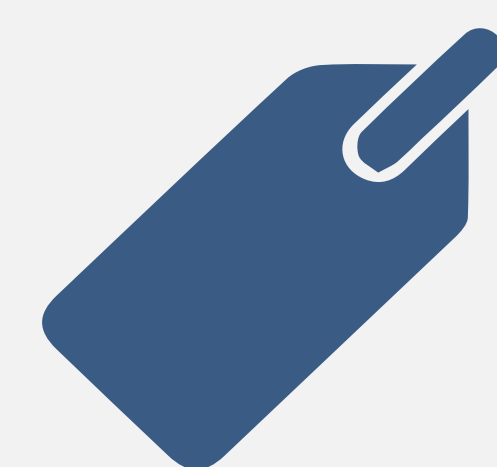
Cascade BSC to Div & Dept

- Improve cadence of the hospital strategy to divisions & departments
- Direct department's focus to areas for improvement

Streamline Workplan & Budget Process

- Streamline process to respond to urgent & essential operational needs quickly

CONCLUSION



With this survey results, we are able to

- appreciate the overall strategy climate amongst key SGH leaders.
- tailor our efforts towards the areas of improvement to ensure that our SGH strategy is not only communicated to the ground but also executed well.



Moving forward, we could use this tool to

- resurvey and analyse the effectiveness of our improvement effort.
- survey and assess strategy climate at division level and support division to develop targeted initiatives for their division and departments.



Next Step:

- Benchmark against international organisations and achieve better maturity levels.
- Promote continuous improvement culture.