

Project Title

SGH Mentoring Programme 3E Approach: Engage, Enliven and Enrich

Project Lead and Members

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Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration

Specialty or Discipline

Human Resource, Learning & Career Development

Project Period

Start date: May 2020

Completed date: Nov 2021

Aims

To expound on the design and impact of a sustainable mentoring programme that works for the SGH workforce

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Lessons Learnt

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Human Resource Category)

Project Category

Organisational Leadership, Human Resource, Staff Engagement, Staff Development

Keywords

COVID-19, Virtual Roadshows, Training Workshops, Networking, Mentoring
Guidebook, Virtual Series

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Singapore Healthcare Management 2021

SGH MENTORING PROGRAMME 3E APPROACH: ENGAGE, ENLIVEN AND ENRICH



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Singapore General Hospital

Background

SGH boasts a large multi-disciplinary and multi-generation workforce. Over the years, different divisions and groups have launched their own mentoring programmes featuring different focuses and design. This poses multiple challenges to the SGH Mentoring Programme team:

- (i) How can we develop a programme that caters to our diverse workforce?
- (ii) How can we cater to those who prefer either formal or informal mentoring?
- (iii) How do we engage our participants with busy schedules and an ongoing pandemic?

Aim

This abstract aims to expound on the design and impact of a sustainable mentoring programme that works for the SGH workforce.

Methodology 1

ENGAGE

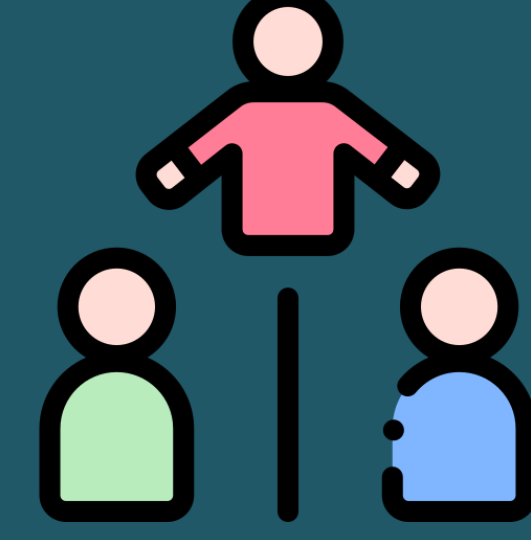
Engaging participants with a flexible, employee-centric approach through the pandemic using multiple bite-sized virtual touch-points.



Virtual Roadshows (40 minutes)
Sharing the importance & benefits of Mentoring



Virtual Mentee/Mentor Training Workshops (2 hours)
Equip Mentees and Mentors with skills to prepare them for Mentoring



Matching Process
Mentees and Mentors submit their profiles, and will be matched based on Mentees' top 3 choices and an algorithm based on their desired area of growth



Virtual Networking (1 hour)
Kick off the first meeting between newly matched Mentor-Mentee pairs, and having current Mentors and Mentees share their experiences



Mentoring Journey
Mentees and Mentors decide their mode and frequency of meeting (Eg. Over lunch, virtual, text etc)

ENLIVEN

Enliven the materials for Mentoring with modernized and intuitive infographics to expand the exposure of mentoring.

Intranet Page



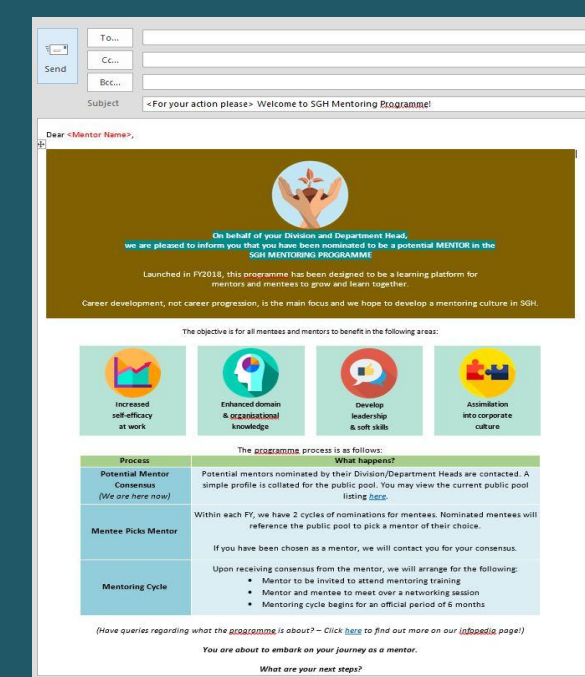
Modernized Intranet website with attractive logo to have a better user experience

Workplace Page



Increased members from 330 members to 1000 members within the past 1 year

Electronic-direct-mails



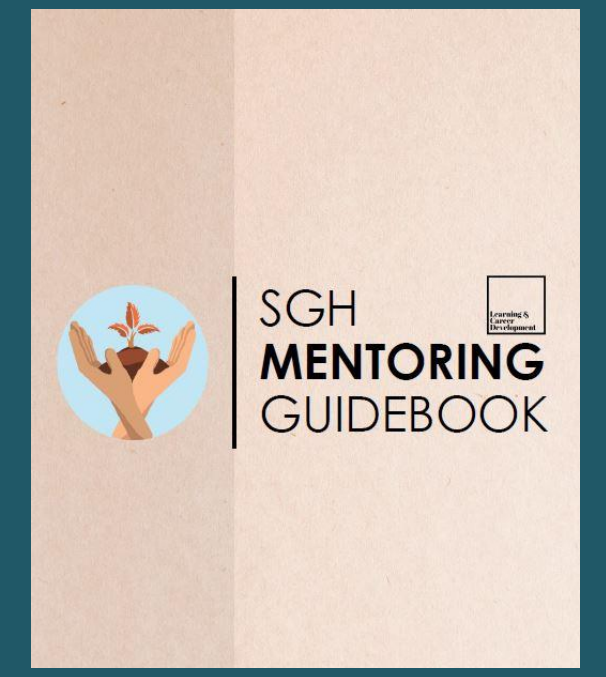
Electronic-direct-mails that stand out from other emails

Sprouting Pod



Unique growing gift for mentors that promotes active mentorship

Mentoring Guidebook



Guidebook to guide mentee through this mentoring journey

Methodology 3

ENRICH

The pandemic has provided us an opportunity to discover new ways of nurturing and propelling the culture of mentoring:

May 2020 ○ External Speaker 9-Part virtual series ○ Sept 2020



Fight negativity & anxiety through the pandemic.
Total of 308 attendees.

Nov 2020 ○ SGH Senior Leadership 12-Part virtual series ○ Nov 2021



Leadership & mentorship stories & insights.
Total of 637 attendees & 619 workplace views (as of May 2021)

3E Model Results

1. Cumulative results of mentees matched

- FY18 – 324 (achieved tier 1 KPI target- 27.9%)
- FY19 – 622 (achieved tier 1 KPI target – 46.1%)
- FY20 – 974 (achieved tier 1 KPI Stretch – 64.8%)

2. Mentoring Webinar Series

- 15 sessions conducted with a total of 945 Attendees from both series.
- Garnered positive feedback & have enriched mentoring conversations.

3. Survey responses from Mentees and Mentors

- 98% of mentees rate their mentoring experiences as “Fulfilling” or “Most Fulfilling”.
- 98% of mentees enjoy their mentoring conversations.
- 82% of mentees selected “People relation or management” as their targeted area of growth.
- The average growth that a mentee experiences in their targeted area is 39%.
- 90% of mentees & mentors continue to meet after the official period of 6 months.

Conclusion

With the 3E approach, we were able to grow the influence and impact of the programme progressively over a 3-year period. The results reveal a desire to grow through mentorship – beyond what they can learn through training courses or work experience. We are proud to say that the programme design works for our diverse workforce.