Project Title

"No Accidental Leader!" An Integrated and Systematic Approach to Succession Planning and Leadership Development

Project Lead and Members

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Organisation(s) Involved

SingHealth

Healthcare Family Group(s) Involved in this Project

Healthcare administration

Applicable Specialty or Discipline

Human Resource

Aim(s)

- To engage staff and the "Learn Over Lunch" (LOL!) initiative was conceptualized as a virtual interactive learning platform to bring people closer.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Quality Improvement, Workflow Redesign, Lean Methodology, Plan-Do-Check-Act

Workforce Transformation

Workforce Performance, Workforce Productivity

Keywords

Talent Management, Succession Planning, Leadership Development, Talent Review Board (TRB)

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Introduction

What is it about?

Over the years, the Talent Management & Succession Planning (TMSP) process has involved an inward orientation of discussion when reviewing institution leadership succession plans, institutions generally review and discuss talents within their respective institution. This process limited consideration of talents outside the institution when reviewing their succession plans. At the cluster level, the low visibility of talents across the SingHealth institutions by the Domains Chiefs resulted in difficulties formulating intentional development plans for potential talents within the domain.

With organisational expansion, increased complexity in healthcare challenges, leadership demands and stiff talent competition, it is imperative to strengthen the talent management and development process to ensure strong pipeline and a wider pool of talents for consideration.

To address this, a Talent Review Board (TRB) platform has been institutionalised to facilitate talent review and oversight by functional and staffing domains (e.g. Operations, Finance, Nursing, Allied Health, etc.). With this structured platform, the TRB brings together domain Group Chiefs and Institution Chiefs to allow for:
- Domain talents across all institutions to be surfaced and collectively deliberated.
- Formulation of intentional development plans.
- Better oversight and development of shared domain talent pools within SingHealth.

Methodology

How is it conducted?

To identify and address leadership succession challenges and to ensure a strong pipeline of leaders, the TMSP team carried out a series of internal discussions, in consultation with the various domain Group Chiefs and Institution Chiefs to review and holistically identify the talent management challenges, issues and possible ways to address them.

1 Limited opportunity for senior leaders to collectively discuss talents across the cluster -> institutional and domain leaders having inadequate awareness and knowledge of other institutions' talents and their potential.

3 Limited job rotation opportunities available within the institution to provide the talents with critical job experience require for apex roles, especially for Specialty Centres with smaller set-up.

Key issues identified
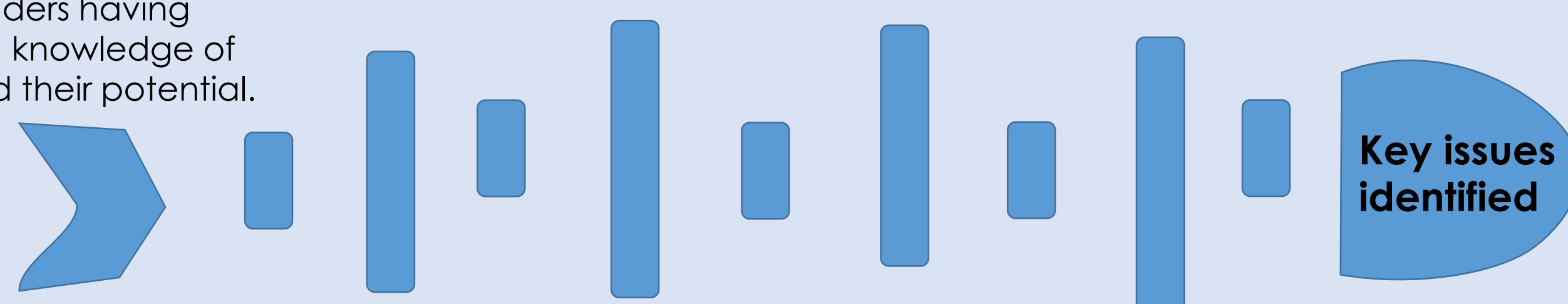
2 Limited platform for discussions on talent identification and cross institution development opportunities.

4 Limited opportunity for cluster talent engagement and hence leaders have low visibility of talents beyond their own institutions.
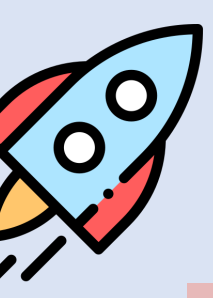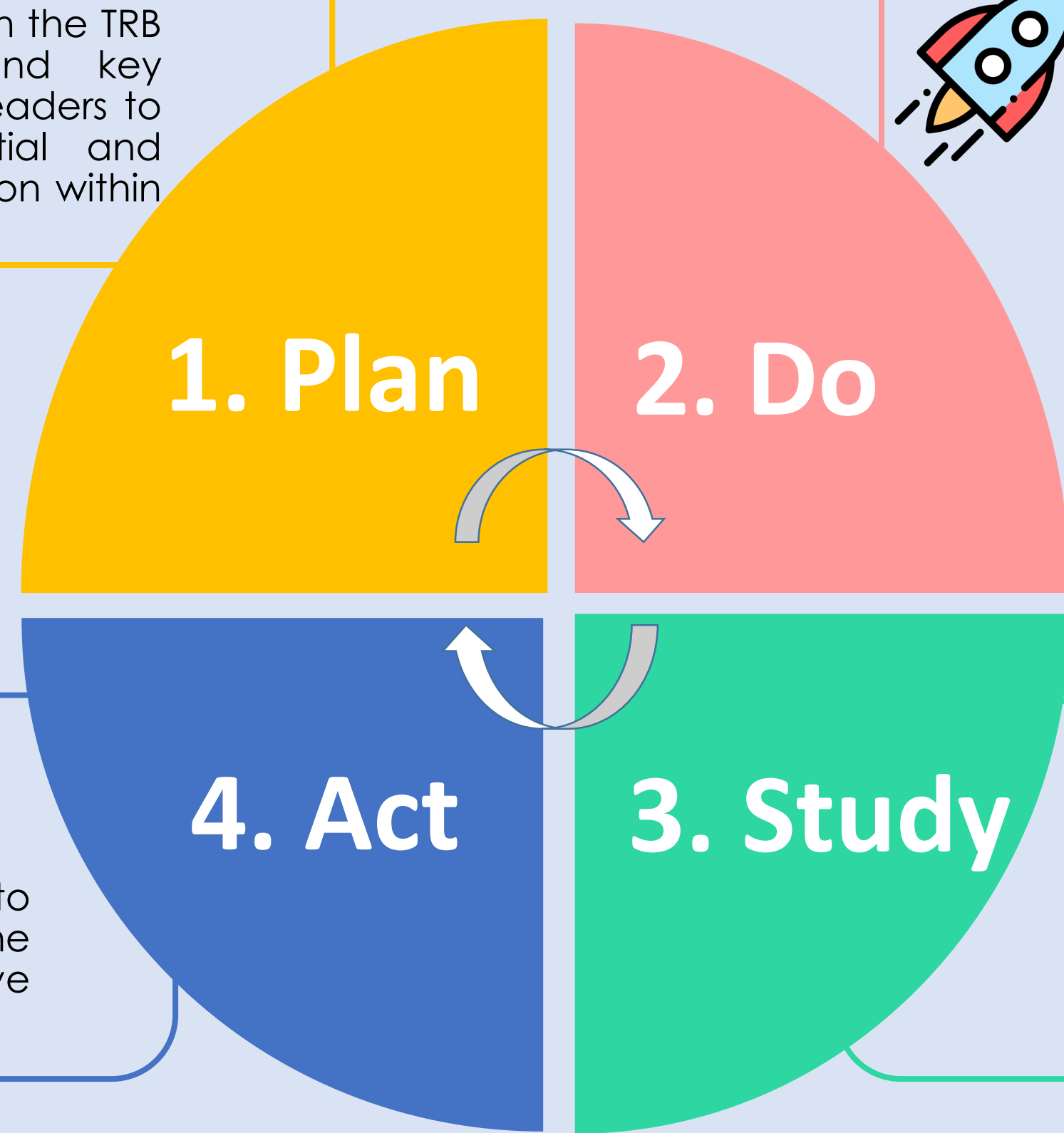
Taking into consideration the issues faced and in close partnership with the respective Group Chiefs and Institution Chiefs, the TMSP team co-created a cluster approach for talent management and development, culminating at the establishment of a Talent Review Board for each domain with the aim to institutionalize a cluster level platform for the collective identification, development, motivation and retention of talents. This is with the aim to strategically manage the flow of talents across the SingHealth cluster and ensure better oversight and development of the shared domain talent pools within SingHealth.

1. Plan

PLAN
- The TMSP team reached out to the Group Chiefs to initiate the establishment of a domain TRB.
- Collective discussion with the Institution Chiefs on the TRB composition, talent assessment criteria, and key information required for deliberation to allow leaders to better understand and discuss the potential and readiness level of talents to take on Apex position within the institutions.

2. Do

- To enable us to gain experience and refine our approach, the TMSP team piloted the TRB for one domain. Information on performance, leadership aspirations, strengths, areas of improvement and individual development plans were collected to facilitate the deliberation of talents.

Diagram 1: 3H Framework

Values-Orientation (HEART)	Intellectual Qualities (HEAD)	Achievement-Orientation (HANDS)
1. Professional Honour and Integrity	1. Helicopter Quality / Breadth of Vision	1. Drive & Enthusiasm
2. Sense of Public Service	2. Power of Analysis	2. Decision Making & Purposeful Action
3. Compassion & Respect for others	3. Imagination	3. Think Win-Win
4. Humility & Courage	4. Sense of Reality	4. Capacity for Learning

Diagram 2: Readiness Timeframes

Readiness: 1 to 3 Years	Readiness: 0 to 1 Year
Grid 2	Grid 1
Readiness: >5 Years	Readiness: 3 to 5 Years
Grid 4	Grid 3

- The in-house developed potential evaluation factors – 3H Framework (Head, Heart, Hand) (Refer to Diagram 1) was adapted to provide a consistent approach to guide the talent identification across the cluster.
- During the TRB meeting, consisting of Group Chief and Institution Chiefs, the TMSP team facilitated the collective discussion and identification of high-potentials, and assessment of readiness to the C-suite role within 4 Succession Readiness Timeframes of 0 - 1 year, 1- 3 years, 3 - 5 years and >5 years. (Refer to Diagram 2)
- Notes of meeting and follow up developmental actions were sent to the TRB members for follow up actions.
- As part of our talent management and development strategic priority, the TRB exercise will be conducted annually to enable continuous review, identification and development of talents.

4. Act

ACTION
- Building on the momentum from the pilot run, the TMSP team proceeded to progressively roll out the TRB sessions for other domains.
- As a continuous effort to improve, the TMSP team continued to solicit feedback from the various domain TRB members on the effectiveness of the TRB in surfacing and facilitating the collective discussion of the domain talent pools across institutions.

3. Study

- After the completion of the pilot TRB, the TMSP team conducted an internal post meeting review on the discussion flow and additional information required to facilitate discussion.
- Feedback and suggestions were also sought from the TRB members to improve the quality of discussion at the TRB.

Results

A 4-question survey was conducted with all the TRB members from the following domains, Nursing; Operations; HR; Communications and Allied Health, to assess the effectiveness of the TRB. The survey received a 70% response rate (i.e. 41 out of 59 TRB members completed the survey) with the following results:

100 % felt that the TRB helped them in having a better overview and appreciation of domain talents across SingHealth

90% felt that the TRB sessions helped in better planning for targeted individual development plans for the talent pools

On the scale of 1 to 5 *[with 1 - not useful, 5 - extremely useful]*, **a rating of 4** was achieved on the usefulness of the TRB process in facilitating the identification and assessment of domain talents across SingHealth institutions. ★★★★☆

From the survey question: "Do you have any comments or suggestions for improvement regarding the domain Talent Review process?"
➤ There were **2** main observations from the feedback – (i) with regard to rotating talents across institutions for development exposure, a more deliberated and structured process is required to realise the plans discussed at the TRB; (ii) further engagement with the talents is necessary to know them beyond the talent profiles.

Conclusion

The domain TRB platform has provided a structured process to enable a cluster-level talent identification, assessment and targeted deliberation of the talents' development plans. This has resulted in a clearer line of sight of the cluster's talent pools, which facilitates more effective planning of targeted individual development plans for the identified domain talent pools.

Similar TRBs will also be implemented for other domains eg. Medical, to strengthen talent management and development for all domains across the cluster to ensure robust talent development and a wider consideration of candidate succession pipelines for key leadership positions.

The future of Talent Review Board

Looking forward

As part of our continuing talent development journey and taking into consideration the survey feedback, the TMSP team will be engaging the respective Group Chiefs and Institution Chiefs to discuss on the next of phase of our talent partnership. The following plans will be explored with the respective domains:
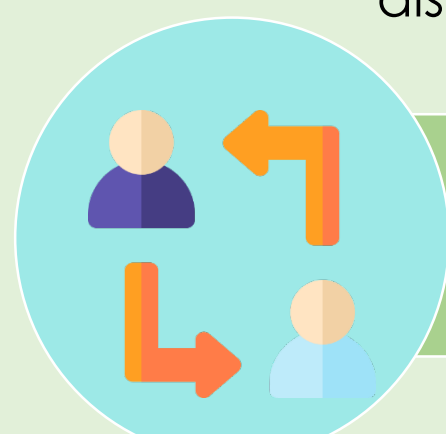
Facilitating and enabling a more deliberated effort to **actualise the implementation of talent rotation plans** discussed at the annual TRB.

Organise cluster-level domain talent engagement sessions to provide opportunity to understand the talents better including their work and career interests and also for the talents to engage our domain leadership.