Project Title

Enhanced SCH Orientation Programme

Project Lead and Members

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Organisation(s) Involved

SingHealth Community Hospitals

Healthcare Family Group(s) Involved in this Project

Human Resource, Learning and Development

Aim(s)

To find alternative ways to continue providing onboarding support for new colleagues and cater for a positive experience.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Training & Education

Education Platform, Virtual Learning Platform, Virtual Synchronous Session

Keywords

Orientation, Onboarding

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ENHANCED SCH ORIENTATION PROGRAMME

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LEARNING & DEVELOPMENT
HUMAN RESOURCE DEPARTMENT
SINGHEALTH COMMUNITY HOSPITALS

SHM_HR018

SingHealth Community Hospitals
Bright Vision • Outram • Sengkang

Singapore Healthcare Management 2022

INTRODUCTION

Orientation is an essential part of a new hire's on-boarding as it equips one with concise information and opportunities to experience the organisation's culture.

Facilitated by the HR L&D team, the 1-day SCH Orientation programme inducts newly hired colleagues across our 3 hospital sites (Bright Vision Hospital, Sengkang Community Hospital & Outram Community Hospital) with organisation information shared by various department representatives and a welcome address by the SCH Management team. This allows new colleagues to understand the roles played by different departments and how each of us can play a part to achieve our SCH's vision and mission. With the aim of assimilating these new colleagues into the organisation, the 1-day SCH Orientation programme also provides interaction opportunities to build friendships and networks.

Due to the Covid-19 pandemic, precautionary efforts such as the Safe Management Measures (SMM) guidelines were imposed and many healthcare workers had to adjust to new working arrangements. As training programmes could not be held in-person, the HR L&D team had to find alternative ways to continue providing onboarding support for new colleagues and cater for a positive experience.
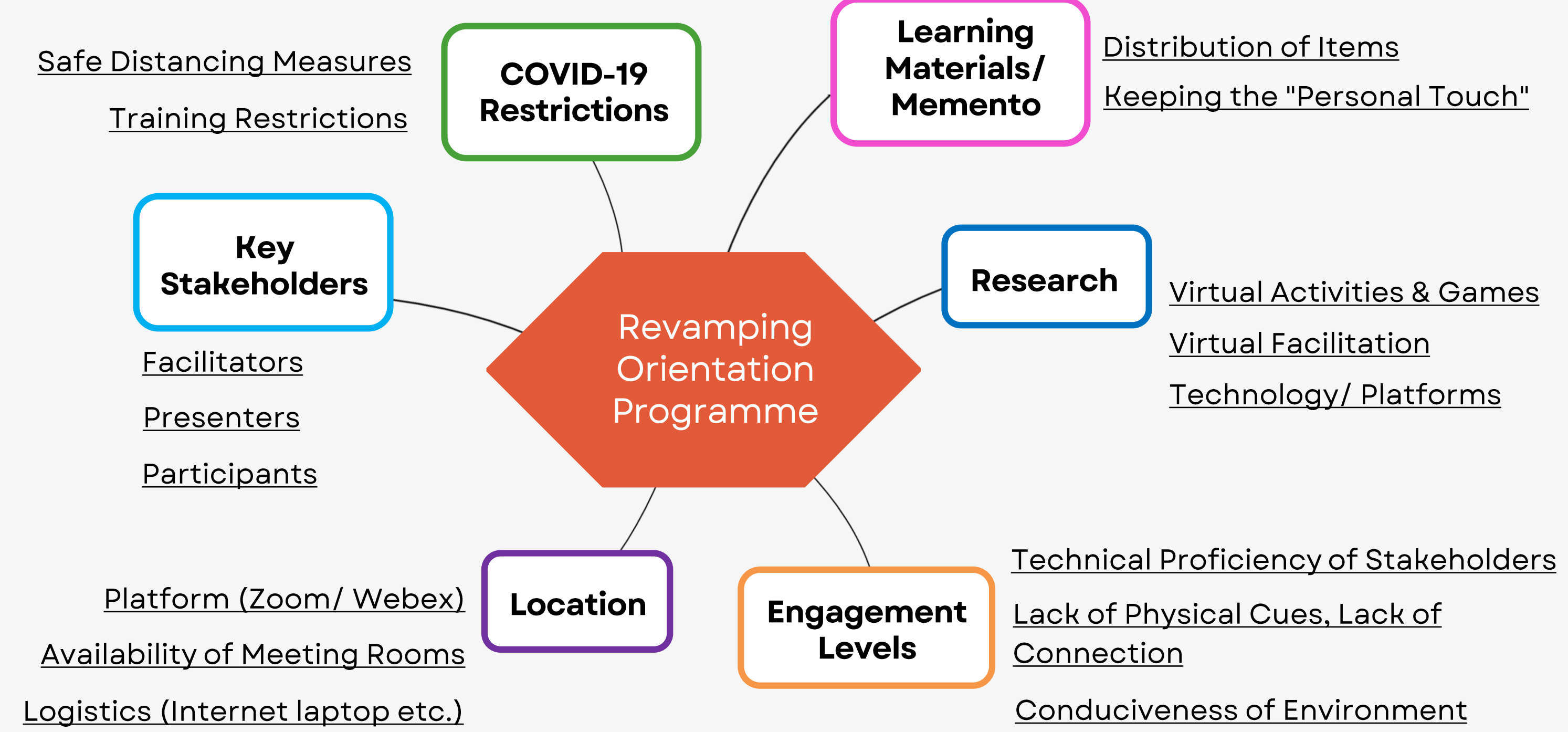
METHODOLOGY

Using the **Mind Map (Diagram 1)**, the team identified 6 areas of concern and brainstormed for alternative ways to facilitate the programme while keeping the essence of equipping new colleagues with essential information and providing interaction opportunities across the 3 sites through engaging activities.

After going through rounds of brainstorming and trials, the enhanced orientation programme was ideated as a *virtual synchronous session* that continues to provide SCH Management and department representatives the opportunity to share key information and connect with our new hires across the 3 sites by dialing in from their respective locations.
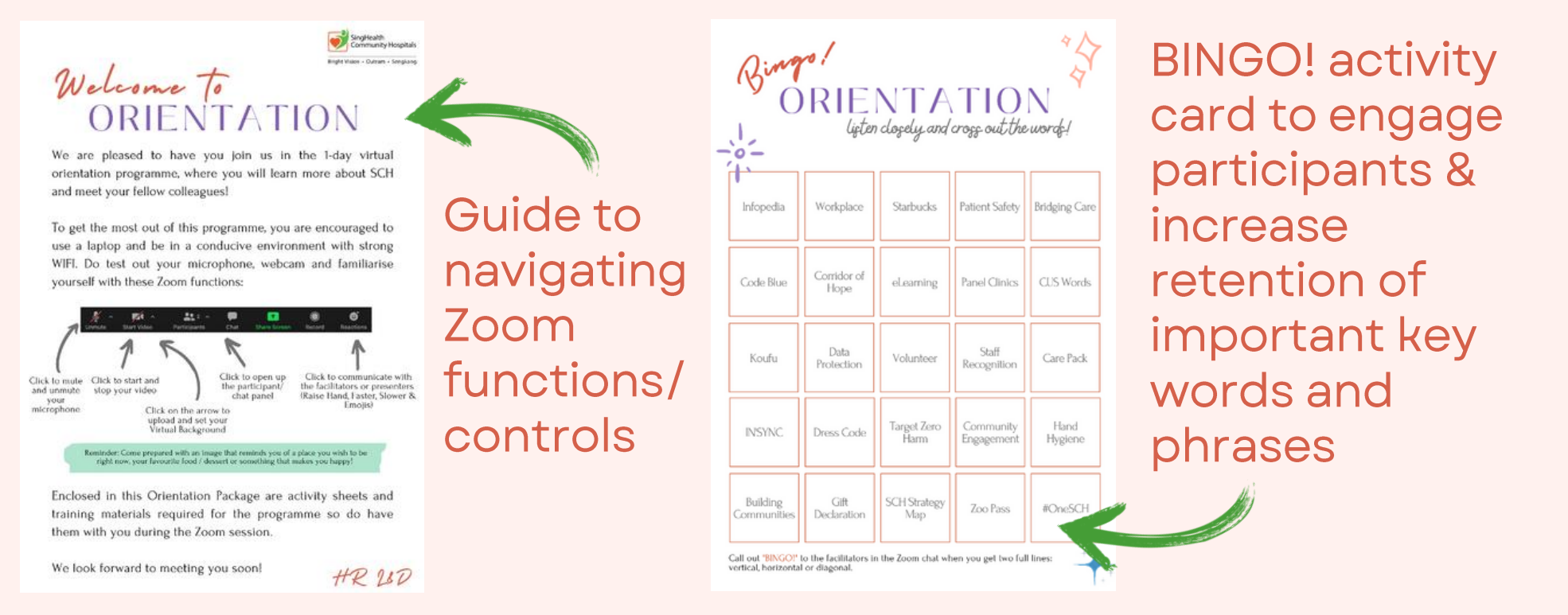
Prior to the programme, new hires are encouraged to complete a series of eLearning modules to assimilate their settling-in, and with these basic knowledge attained, they can ask subject-matter-experts questions during the programme interactions. The following elements were also introduced as part of the enhancement:

Diagram 1: Mind Map

- Safe Distancing Measures
- Training Restrictions
— **COVID-19 Restrictions**

Learning Materials/ Memento
- Distribution of Items
- Keeping the "Personal Touch"

Key Stakeholders
- Facilitators
- Presenters
- Participants

Revamping Orientation Programme

Research
- Virtual Activities & Games
- Virtual Facilitation
- Technology/ Platforms

Location
- Platform (Zoom/ Webex)
- Availability of Meeting Rooms
- Logistics (Internet laptop etc.)

Engagement Levels
- Technical Proficiency of Stakeholders
- Lack of Physical Cues, Lack of Connection
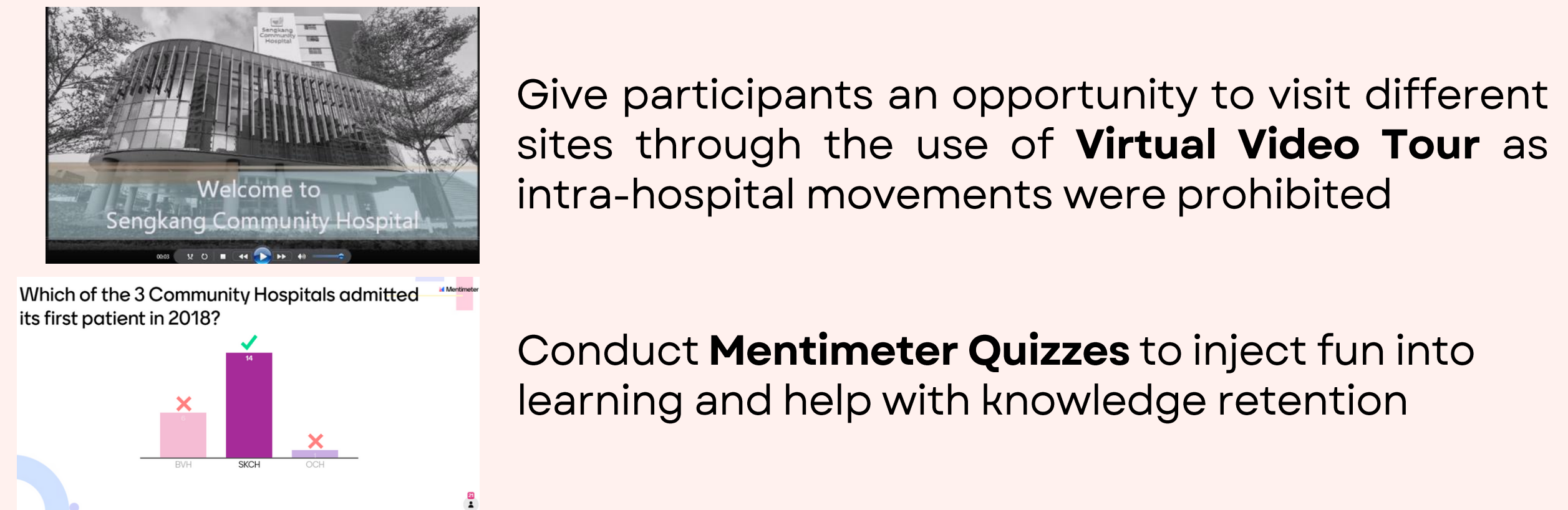- Conduciveness of Environment

Before the Programme

- A **"Welcome Package"** consisting of a greeting card, Zoom navigation guide and orientation handouts is to be distributed to participants.

Guide to navigating Zoom functions/ controls

BINGO! activity card to engage participants & increase retention of important key words and phrases

During the Programme

Conduct ice-breaker activities using the **"Annotation Tool"** and other Zoom features such as the **"Reaction Emotions/ Chat"** to encourage interactions

Give participants an opportunity to visit different sites through the use of **Virtual Video Tour** as intra-hospital movements were prohibited

Conduct **Mentimeter Quizzes** to inject fun into learning and help with knowledge retention

Which of the 3 Community Hospitals admitted its first patient in 2018?

After the Programme

- The **group photo** taken during each session is printed and given to participants as a memento item.

SCH Orientation
Bridging Care, Building Communities

RESULTS

SCH has an unique set up with 3 hospital locations and by leveraging on technology, the enhanced virtual synchronous Orientation sessions allowed opportunities for cross-site interactions and achieved the following key results.

✓ Through successfully mitigating feelings of physical disconnectedness, **87%** of new joiners rated the enhanced virtual Orientation programme **"Excellent/Good"**, as they felt connected to the bigger SCH family through this informative and engaging session.

✓ Besides getting to know one another, the personalized 1-to-1 interaction opportunity with the Management is valued by many with **87%** rating the experience **"Excellent/Good"**.

✓ A **word cloud (Diagram 2)** on the qualitative feedback received shows that participants have gained & learnt the most from these department sharing segments: **TeamSPEAK™, PDPA & Peer Support.**

Values such as **Care, Speaking Up & Patient Safety** are important attributes that we wish to convey and promote to our new hires through orientation as we work together collectively as One SCH Family.

Diagram 2: Word Cloud

TEAMSPEAK PEER SUPPORT PDPA SAFETY COMMUNICATION

Comments by Participants

> I'm glad that despite COVID-19, we are still able to have orientation! 👍

> The programme is very comprehensive and the pace is just right. Thanks!

> It was useful to hear the history of SingHealth cluster and SCH personally from the management! It was also a great opportunity to e-meet the presenters.

CONCLUSION

Covid-19 has impacted many work processes and the team learnt that it is important for us to continuously keep up with the rising demand and changes. By keeping in mind the phrase **"A positive Orientation experience lays the key foundation of a staff's career journey"**, the programme was restructured with the intention to abide to the SMM guidelines but still deliver to all new hires the *essential onboarding experience* and a *warm welcome into the SCH Family*.

Along with the feedback received, we will continue to look into ways to further improve SCH new hires' onboarding experience.