Revamp of the KKH Employee Onboarding Programme

Singapore Healthcare Management 2024

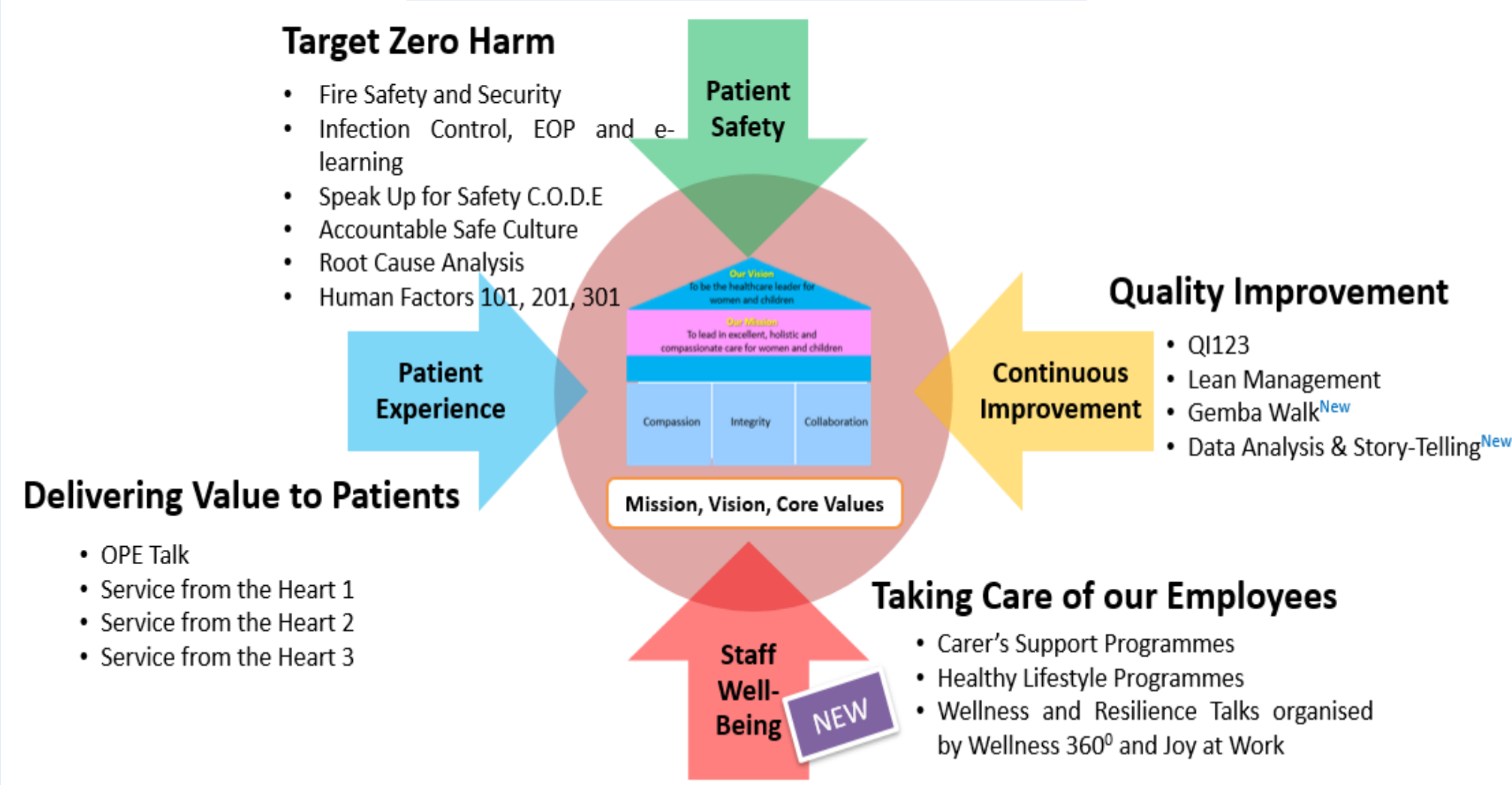KK Women's and Children's Hospital — SingHealth

TEAM
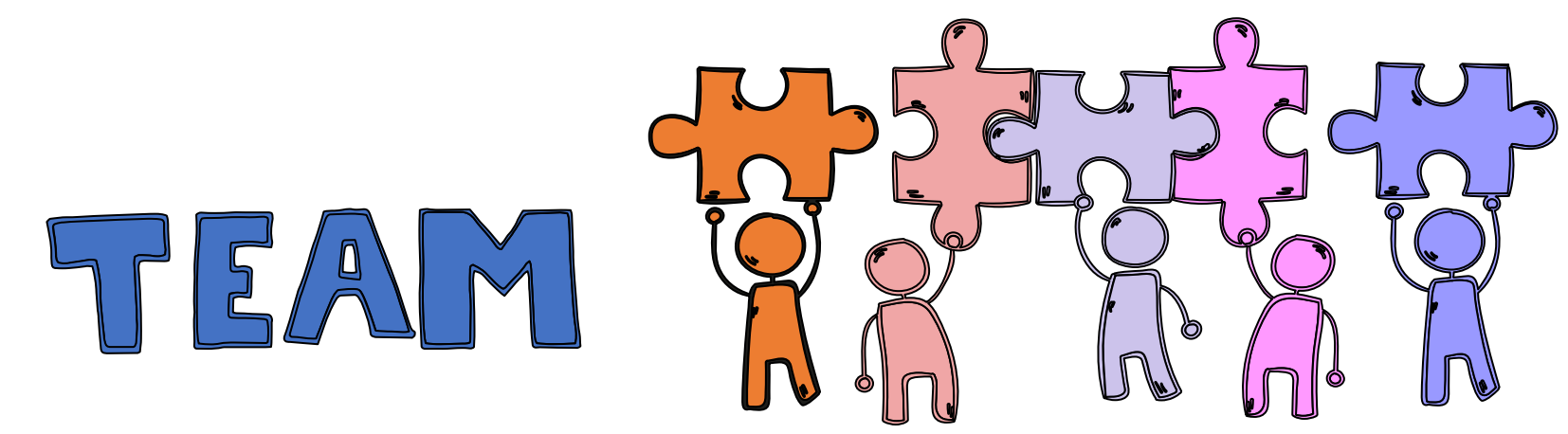
Louis Tan Juan Fiu, Human Resources
Serene Pok Si Hui, Office of Patient Experience
Haszirah Bte Ghani, Human Resources
Wong Kin Ling, Division of Nursing
Jeslyn Neo Hwee Teng, Quality, Safety and Risk Management

Introduction

All new employees of KK Women's and Children's Hospital (KKH) go through a series of induction activities which includes the Employee Orientation Programme (EOP) and induction within the department. New staff are also being paired up with a buddy/preceptor for the first three months of their employment, subjected to the departments' requirements and needs.

The team aims to enhance the onboarding experience and effectiveness through a revamped programme (aligned with Hospital Priorities) which is employee-centric and user-specific focused.

Aligning the existing induction journey with Hospital Priorities – *Opportunities* for Improvement

Target Zero Harm
- Fire Safety and Security
- Infection Control, EOP and e-learning
- Speak Up for Safety C.O.D.E
- Accountable Safe Culture
- Root Cause Analysis
- Human Factors 101, 201, 301

Quality Improvement
- QI123
- Lean Management
- Gemba Walk New
- Data Analysis & Story-Telling New

Delivering Value to Patients
- OPE Talk
- Service from the Heart 1
- Service from the Heart 2
- Service from the Heart 3

Taking Care of our Employees
- Carer's Support Programmes
- Healthy Lifestyle Programmes
- Wellness and Resilience Talks organised by Wellness 360° and Joy at Work

Patient Safety · Patient Experience · Continuous Improvement · Staff Well-Being NEW

Mission, Vision, Core Values

Problems

1. Induction of new hires is inconsistent across different departments. This may negatively impact the employee's onboarding experience.

2. Certain topics important to new hires are unavailable within the induction process, resulting to unfulfilling basic familiarity needs.

3. Information is presented from different sources or platforms. This may cause anxiety and confusion among new hires.

Methodology

With the need to design meaningful and impactful solutions, the team incorporated **Design Thinking** concepts into the solutions:

Content

The "What's in it for me? (WIIFM)" concept was applied to make the content relevant for new hires.

Organisation

Easy-to-navigate one-stop platform in HR Infopedia landing page, provides convenience to new hires.

Experience

Holistic approach to understand new hires' needs, enhances their experience from pre-onboarding to 6 months post-onboarding.

The team conducted quantitative and qualitative analysis on what was useful and important to new hires from past orientation programme feedbacks (n=363).

Snapshot of Qualitative Analysis

Snapshot of Quantitative Analysis

Topics most Useful and important to new hires (n=363)

Associated with the hospital priorities

- Fire Safety, Security and Emergency Hotlines — 25%
- Mask Fitting, Hand Hygiene, Infection Control, PPE — 18%
- Speak up for Safety, C.O.D.E, Patient Safety
- Patient Experience — 15%
- Hospital/ Department Tour; Amazing Race, especially mortuary, gym — 12%
- Hospital history, Org. Chart Mission, Vision, Core values — 11%
- 10%
- Union Talk — 6%
- Senior Management Engagement, teamwork, ethics, PDPA, IT Breach — 1% each

The team researched extensively to cross reference to what our current onboarding programme lacks with reference to "Anxieties of New Hires":

Who can I talk to?
- If I have questions about my job or company?
- If I have a problem or something bad has happened?
- If I have a cool idea to improve current work processes?

Will I make friends?
- Are there new hires like me here?
- Are people open and welcoming?
- Does the team socialise together? If yes, when?
- Will my team call me for lunch?

What do you expect from me?
- What are the spoken and unspoken objectives?
- What are my performance goals, quarterly, half yearly and annually?
- What happens if I don't meet expectation?
- Where can I get help if I am struggling?

What is the culture here?
- How should I behave to fit in?
- How are the people like?
- Will I be judged if I leave on time?
- Am I expected to reply after-hours email?
- Any unspoken rules?

Methodology
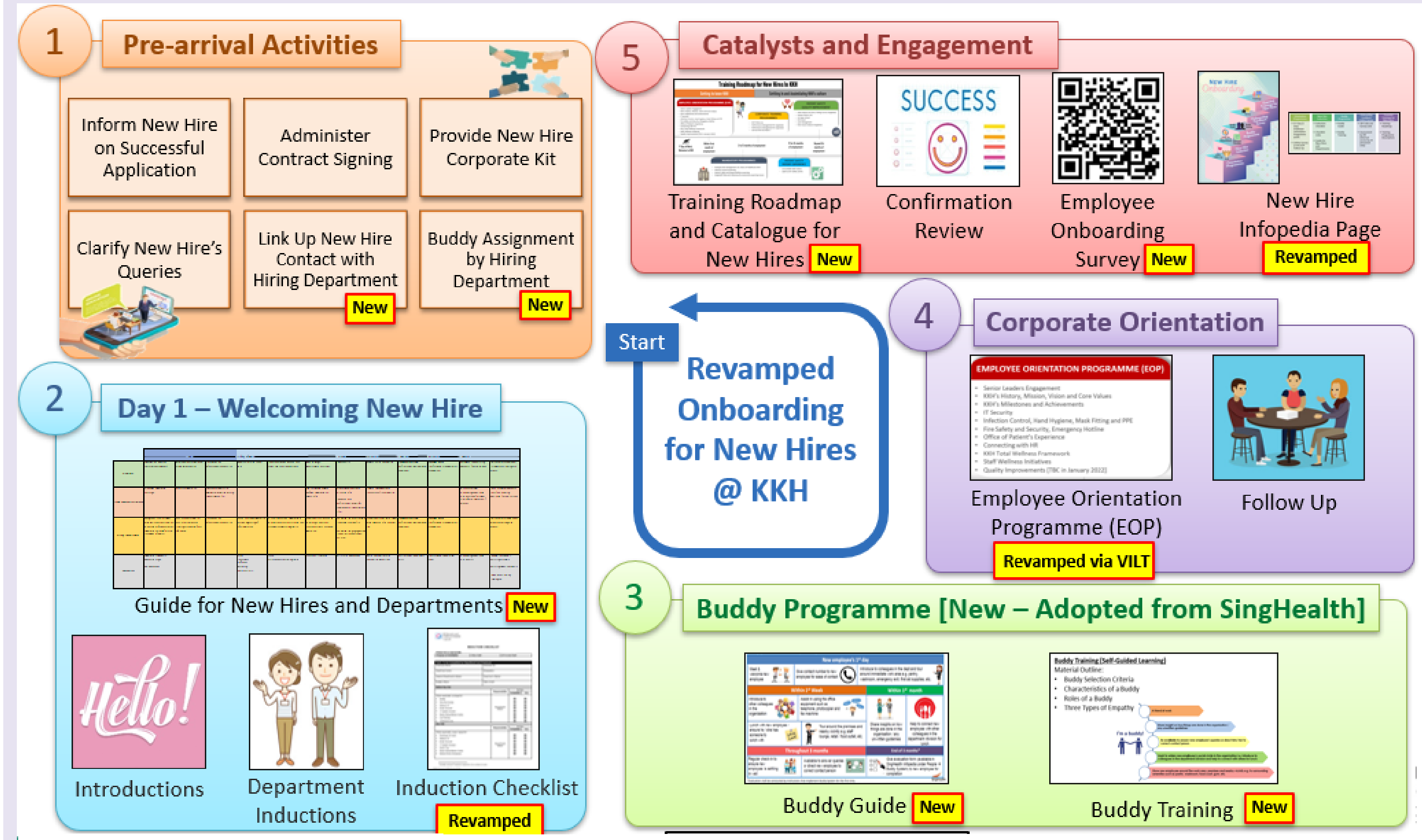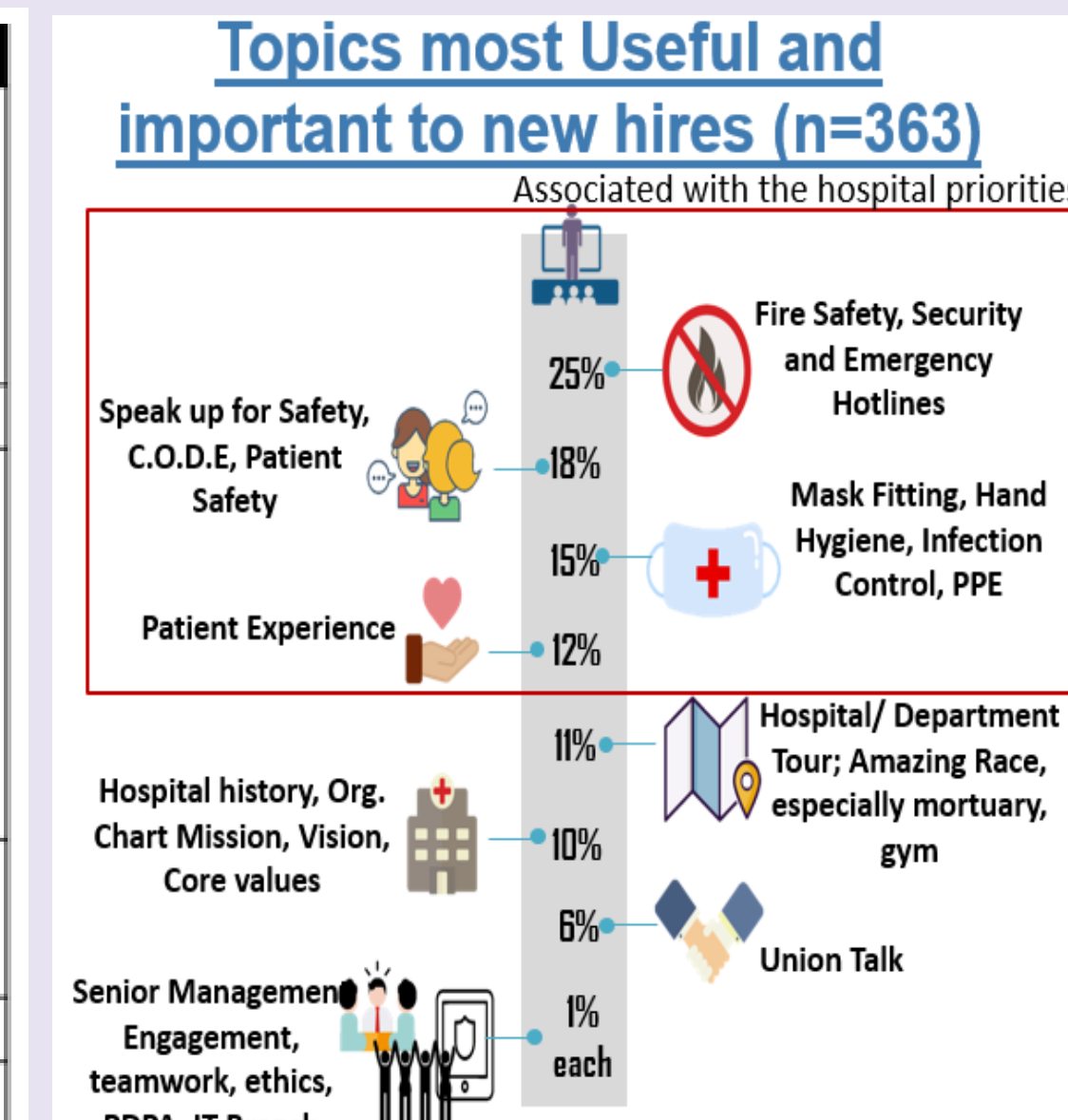
How does everything work?
- What is my email address?
- Where can I go/not go with the access card?
- When will I receive my name tag and ADID?
- What is the process of reporting sick?
- How to apply annual leave/ submit claims?

Another component that we lacked cross referencing to "Anxieties of new hires" was "How does everything works". We also draw learnings from top 5 organisations in the world and found that pre-onboarding engagement foster loyalties and secure talents.

The revamped Employee Onboarding Programme:

1. **Pre-arrival Activities**
   - Inform New Hire on Successful Application
   - Administer Contract Signing
   - Provide New Hire Corporate Kit
   - Clarify New Hire's Queries
   - Link Up New Hire Contact with Hiring Department [New]
   - Buddy Assignment by Hiring Department [New]

2. **Day 1 – Welcoming New Hire**
   - Guide for New Hires and Departments [New]
   - Introductions
   - Department Inductions
   - Induction Checklist [Revamped]

Start → Revamped Onboarding for New Hires @ KKH

5. **Catalysts and Engagement**
   - Training Roadmap and Catalogue for New Hires [New]
   - Confirmation Review
   - Employee Onboarding Survey [New]
   - New Hire Infopedia Page [Revamped]

4. **Corporate Orientation**
   - Employee Orientation Programme (EOP) [Revamped via VILT]
   - Follow Up

3. **Buddy Programme [New – Adopted from SingHealth]**
   - Buddy Guide [New]
   - Buddy Training [New]

Results

Data from the EOP 2nd month survey and post 6-month survey for new hires was analysed from April 2023 to January 2024 monthly and aggregated:

S/N	Indicators	Baseline	Result
1	**Process Measure**: Utilisation of revised Induction Checklist.	84%	92%
	Success Factor: Number of indicators **achieving ≥ 75%**/ Total number of indicators (all of none inclusion of the 9 indicators below).	N.A	100%
2	**Process Measure**: % of new hires contacted by someone from their department prior to first day of work.	New	75%
3	**Process Measure**: % of new hires with buddy assigned.	New	91%
4	**Outcome Measure**: % of new hires felt that the Buddy Programme was effective.	New	94%
5	**Outcome Measure**: % of new hires felt that the new components added into the EOP were "Very important and Useful" and "Quite Important and Useful" to them.	New	≥80%
6	**Outcome Measure**: % of new hires aware of the new onboarding page.	New	77%
7	**Outcome Measure**: % of new hires were felt that the components within the new onboarding page were "Very important and Useful" and "Quite Important and Useful" to them.	New	≥80%
8	**Outcome Measure**: % of new hires felt that "What matters most to them" were addressed with the revamped onboarding programme.	New	94%
9	**Outcome Measure**: % of new hires strongly agree and agree that it is (i) safe to speak up and (ii) KKH is joyful place to work in.	New	≥91%
10	**Outcome Measure**: % of new hires had adjusted well to their job and working environment 6 months later.	New	94%

Conclusion

It takes multi-disciplinary efforts to improve and sustain the implemented solutions over time, coupled with a good communication plan to influence change. The team may explore the correlation between the revamped onboarding programme and staff leaving KKH within the first year of joining.