



Singapore Healthcare Management 2024

Building A Culture of Mentoring: Impact, Insights & Intervention



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Introduction

The SGH Mentoring Programme started in 2018 with the aim of providing our middle management the opportunity to learn from a senior leader and improve staff engagement.

Aim

To showcase the efforts in building a mentoring culture in SGH and the impact and implications leading to new insights and interventions.

Methodology

Approach since FY2018



Enhancements since 2022



Mentor Masterclass

- Recognised the need to develop our mentors
- Organised quarterly sessions with a mentor coach
- 7 sessions in FY2022 (4) and FY2023 (3)



Mentoring Stories

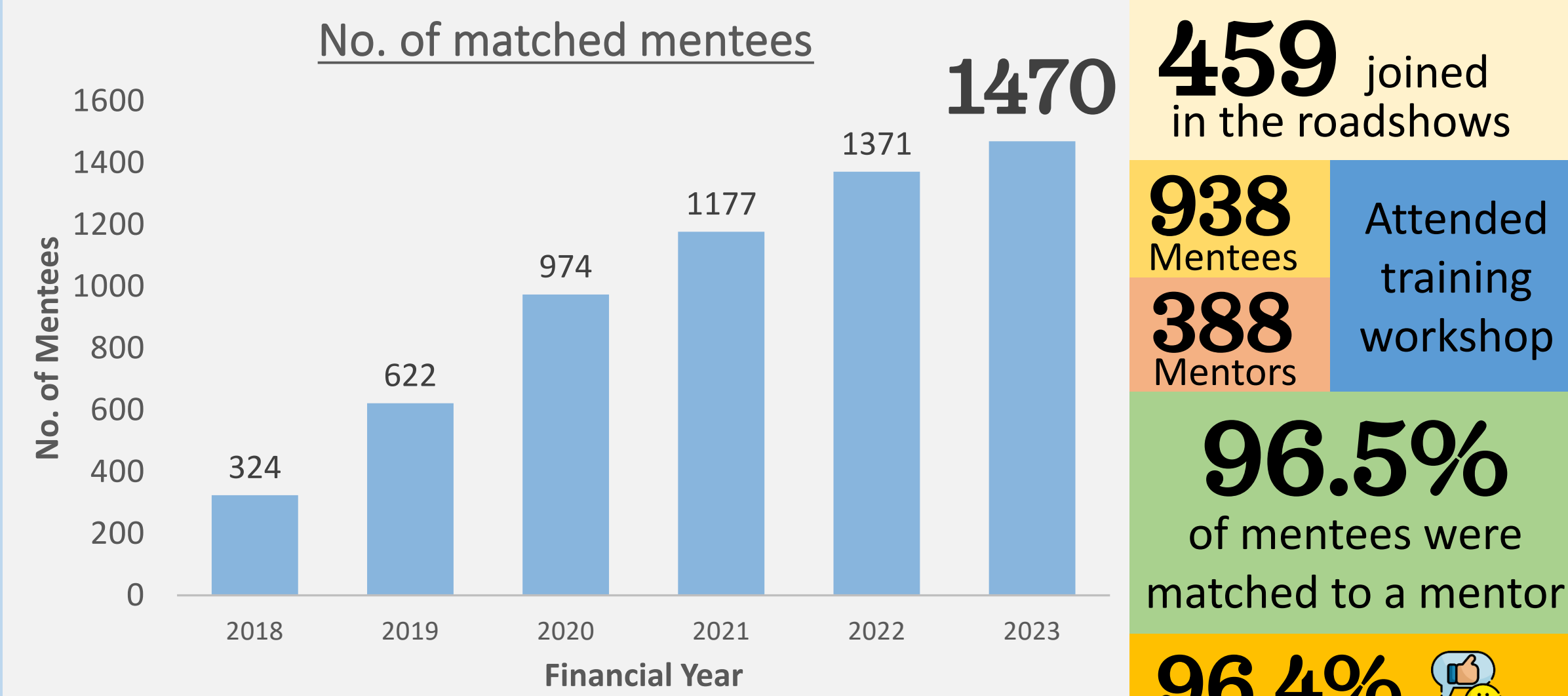
- Interviewed mentees who turned mentors on their mentoring journey and what motivated them to step up to become mentors for others
- Published monthly story from Aug '22 – Jun '23



Mentor Appreciation Day

- Annual event to recognise our mentors' efforts to nurture the next generation of leaders
- Mentors are presented with a sprouting pod that grows as they take on more mentees

Result



459 joined in the roadshows
938 Mentees
388 Mentors
 Attended training workshop

96.5% of mentees were matched to a mentor
96.4% of respondents had a positive mentoring experience

38.6% average growth (5.4 → 7.5 out of 10) in mentees' selected area of growth

345 mentors attended the Mentor Masterclass with a rating of **4.73/5** for the sessions in FY2023

92.4% of respondents continue to meet up after 6 months

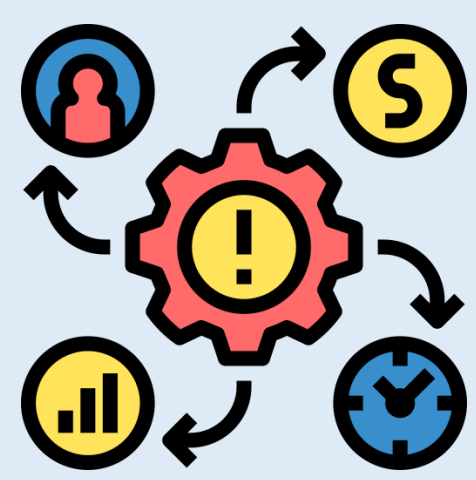
71 mentees who joined the programme became a mentor to others



3 videos **6** articles

186 mentees & mentors celebrated the Mentor Appreciation Day

Impact



Insights

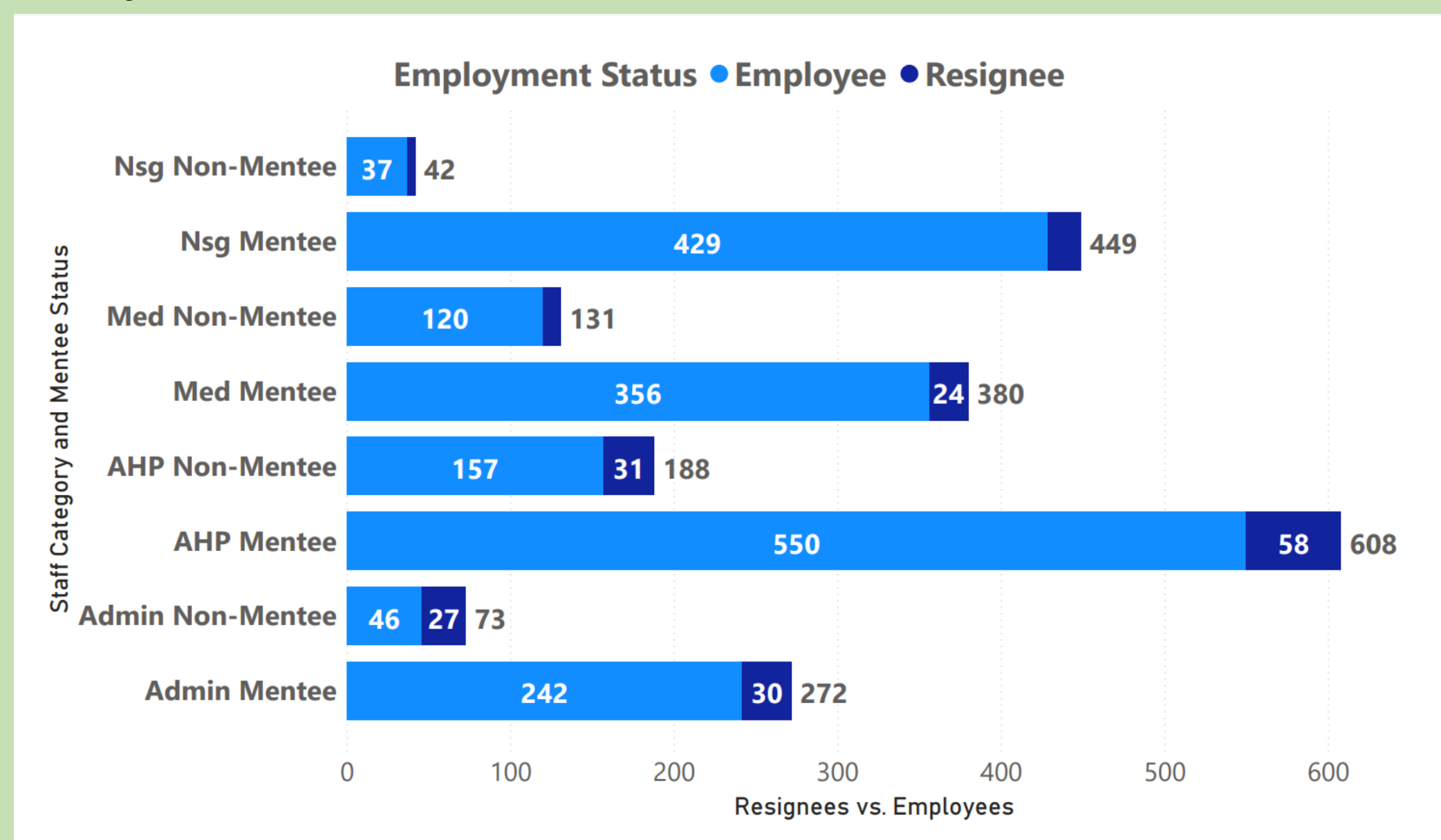


Mentoring and Engagement

- We analysed 5 years of mentoring data to find out if there is any relationship between mentoring and engagement.
- There are numerous metrics to measure staff engagement, and one of them is retention rates. We ran a chi-square test to compare the mentees and non-mentees and their retention rates.

Mentee	Those who joined the programme and were matched to a mentor
Non-Mentee	Those who have not joined the programme

Comparison of Mentee vs Non-Mentee and their retention rates

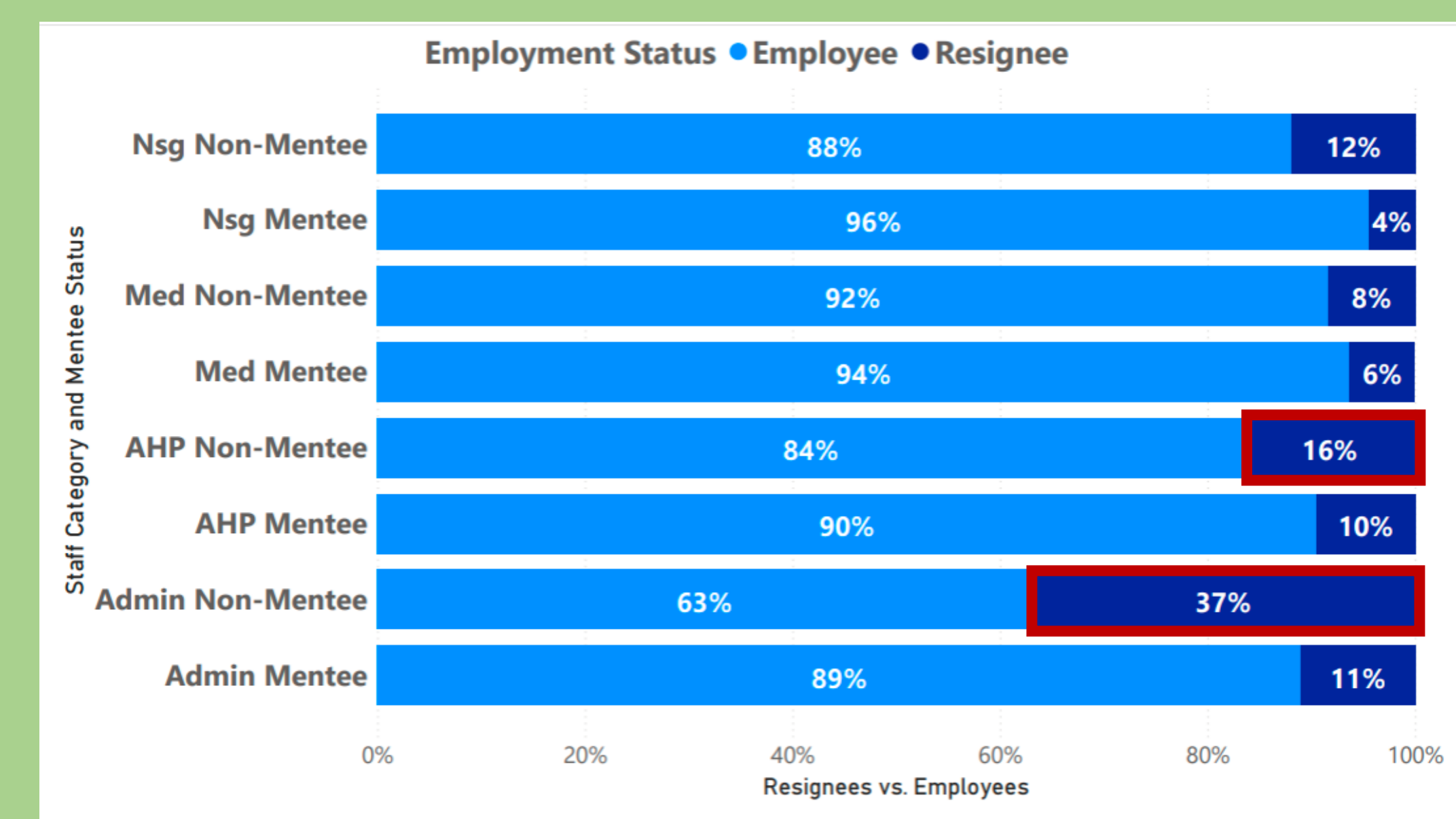


Assumptions

- The higher the retention rates, the better the staff engagement.
- Staff who left SGH are unengaged or disengaged.

Mentoring and Engagement

- We discovered that there is a statistical significance ($p < 0.01$) between mentoring and retention rates. Based on a sample size of ^2,143 staff in the mentee pool, non-mentees are **2.46 times more likely to leave the organisation** as compared to mentees.
- The expected attrition rate of this sample size is **9.6%** across all staff categories. Based on the chart below, we can see that the observed attrition rate for non-mentees is much higher for **Admin (37.0%)** and **AHP (16.6%)** staff.



Assumptions

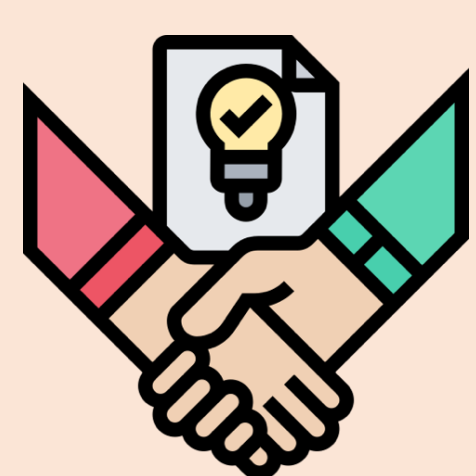
- Mentoring alone is not a strong indicator of retention (*Cramer's V = 0.208), but there is a statistical significance in the relationship – those who are mentored are more likely to stay in the organisation.
- Staff who have been matched to a mentor have reaped the benefits of mentoring.

[^]Includes resignees and mentees who were promoted out of the mentee pool *Between 0 to 1. A value closer to 1 indicates a stronger relationship

Implication: Based on feedback, some mentees discover their passion in healthcare through the conversations with their mentors.

Hence, there is a need to encourage more Admin and AHP staff to seize this opportunity to seek out a mentor who can help them in reflection, engagement, and hopefully retention.

Intervention



Peer Circles

- Based on feedback received, we realised that our new HODs and managers need more support to perform well in their role and to enhance their well-being.
- Office of Well-Being and Learning & Career Development came together to develop Peer Circles, a learning group which encompass mentoring and peer support.
- These new leaders are guided by experienced senior mentors over 6 months and the pilot batches were launched in Jan and Apr 2024.



7 Peer Circles were formed, with **52** leaders (HODs, Managers) supported by **14** group mentors (C-Suite, Division Chairs, Directors)

Expansion of Mentoring Programme

- With the Admin group identified as a key target audience, we decided to expand the programme by inviting Executives & Senior Executives with at least two (2) years of service in SGH. This group is likely to have settled into their role and is ready to explore further areas of growth and gain organisational knowledge.



Networking session



Peer Circle meet-ups

215 Executives & Senior Executives were invited to join the programme **54** of them are keen to seek out a mentor

Conclusion

It is important to continue building a culture of mentoring as a source of support for staff to improve staff engagement and retention rates.