

Project Title

Close to 5,000 Staff Engaged Through A New Channel for SGH's Biennial Retreat

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Organisation(s) Involved

Singapore General Hospital

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Introduction & Aim

SGH Advance is a biennial leadership retreat where senior leaders review the strategies and organisation's focus areas for the next 3-5 years. SGH has over 10,000 staff with different professions ranging from clinicians to ancillary staff. Ideas generation in previous Advances were only limited to targeted group of approximately 150 senior staff.

As SGH embarks on her transformation journey, it is important for staff of all levels to be engaged to help shape SGH's future initiatives as they are key parts of the wider organisational transformation.

Aim: To identify an appropriate channel and strategies to engage and hear views of 10,000 staff

Methodology

The use of social media, Workplace by Facebook, was explored to allow all levels of staff to participate and shape the future of SGH, as compared to conventional communication tools. A 3-tier approach was employed to engage staff through Workplace.

1st Tier

- Sharing of Advance themes and gathering responses from all staff on Workplace through 'SGH Connect' page
- Began with SGH CEO's video post to introduce Advance and a call for staff participation
- Thematic posts by Advance theme leads were then scheduled over the following 5 weeks for staff to contribute their opinions and participate in online discussions

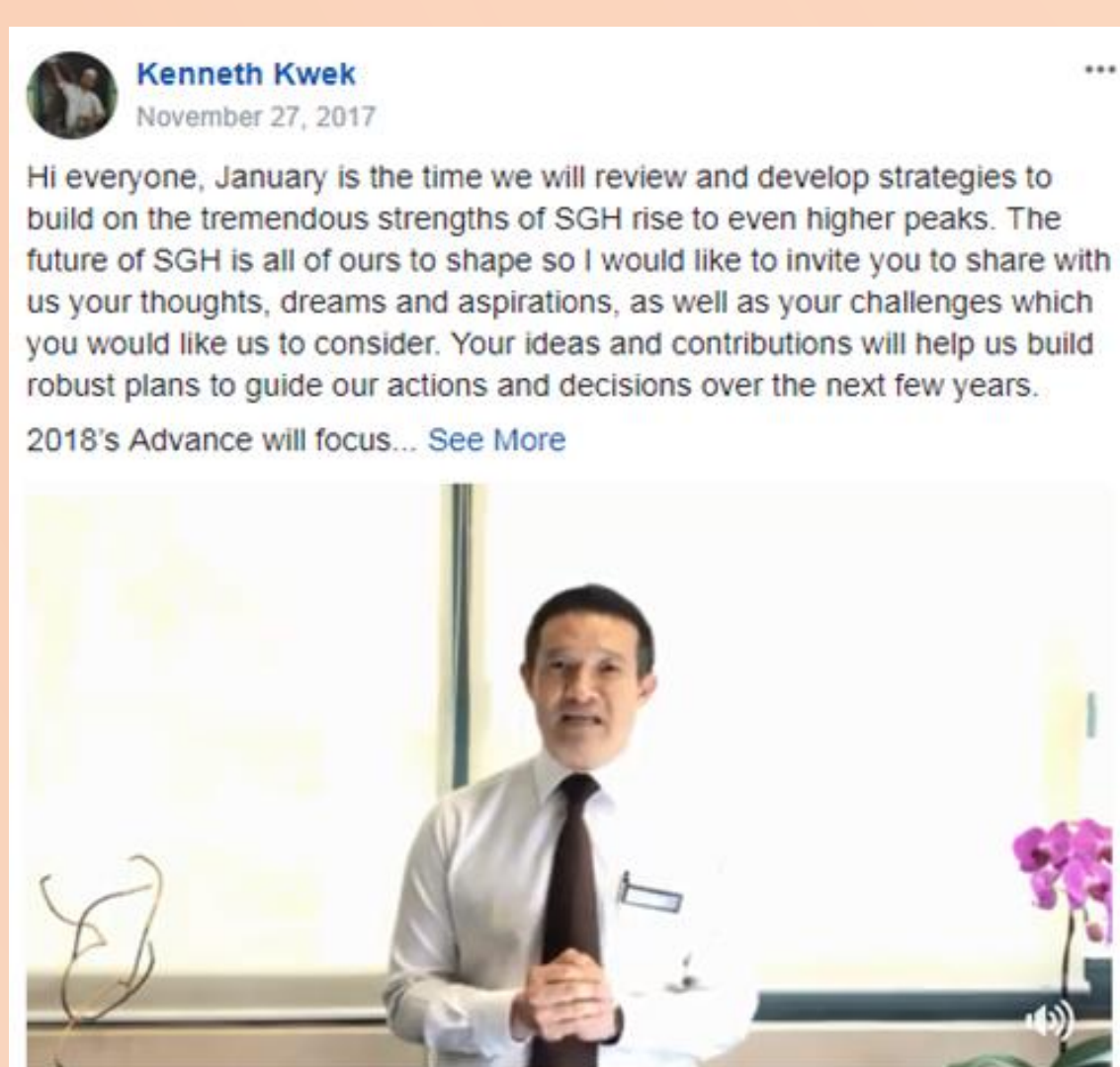


Figure 1. Screenshot of CEO's video post in 'SGH Connect' viewed by ~2,100 staff with ~120 likes & 4 shares



Figure 2. One of the thematic posts gathering ~500 responses & 6 comments

2nd Tier

- A closed group for all 153 Advance participants where secretariats shared thematic-related materials in the form of videos, slides and online articles to inform and excite participants leading up to the event
- Members were able to use the group to engage fellow participants through posts and comments.

3rd Tier

- Creating an environment for members in each of the sub-theme groups to have active discussions
- Advance participants were invited to join their closed groups where theme specific content was shared to kick-start conversations among members

Results

The effectiveness of the communication channel was evaluated based on **observation of participations in each tier** and a **post-event feedback survey** to Advance participants (94 respondents).

- CEO's introductory video garnered **2,100 views**, far exceeding any previous forums in SGH
- **12 thematic posts** were uploaded onto 'SGH Connect' page and each viewed by an average of **3,000 staff** – some received close to **4,000 views** with **21 comments**
- Senior leaders had the opportunity to hear from staff and this helped in enriching discussions at the Advance
- Engaged almost **50% SGH staff via single platform** – a huge increase from previously where only 150 senior staff was involved

Post-event survey

- ✓ **96%** of respondents were aware of the thematic posts on 'SGH Connect' page
- ✓ **53%** participated in the online discussions
- ✓ **57%** felt that comments from the thematic posts on Workplace were useful in illuminating their group discussions

- **47 posts** and **8 videos** were uploaded to the closed group
- Each viewed by an average of **140 members** with **32 likes**
- These posts and videos allowed for cross-sharing of discussions

Post-event survey

- ✓ **100%** of respondents obtained Advance-related information and materials via Workplace
- ✓ **93%** felt that it was an accessible platform

- An average of **13 posts** were uploaded to each sub-theme groups
- Viewed by **all members**

Post-event survey

- ✓ **Good platform** for dissemination of materials
- ✓ Discussions among sub-theme members could be **further improved**

Conclusion

Workplace provides an ideal platform for effective staff engagement which is crucial in organisational planning. Overall, the 3-tier approach helped to galvanise close to 50% of SGH staff. Moving forward, the organising committee plans to use Workplace for future strategic events and continue engaging staff on post-Advance initiatives through the platform.