

## **Project Title**

Flexible Work Arrangements and Remote Working in SingHealth

## **Project Lead and Members**

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## **Organisation(s) Involved**

Singapore Health Services

## **Healthcare Family Group(s) Involved in this Project**

Healthcare Administration

## **Applicable Specialty or Discipline**

Human Resource

## **Aims**

- To provide a wide-ranging suite of flexible work options to support our staff
- To support the shift to a more digitally mobile workforce and proliferate remote platforms for work-related activities

## **Background**

See poster appended / below

## **Methods**

See poster appended / below

## **Results**

See poster appended / below

## **Conclusion**

See poster appended / below

## **Additional Information**

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project  
(Human Resource Category)

## **Project Category**

Organisational Leadership, Human Resource, Staff Management

## **Keywords**

Remote Work, Telecommuting, COVID-19

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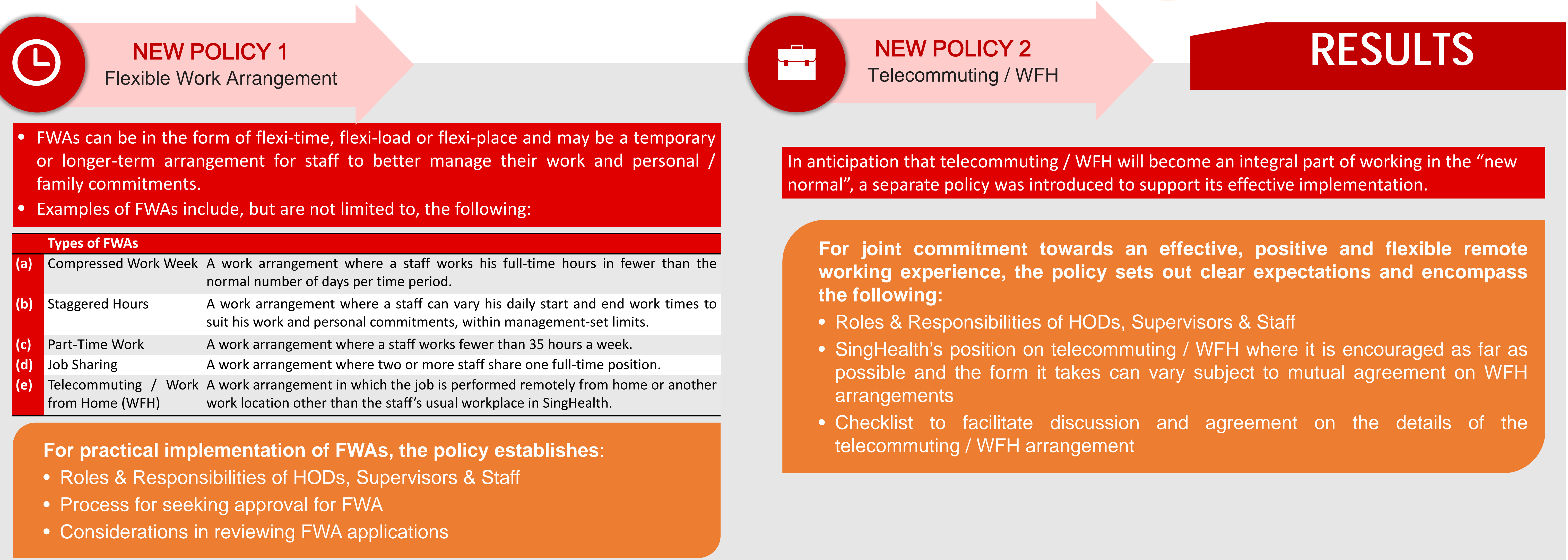
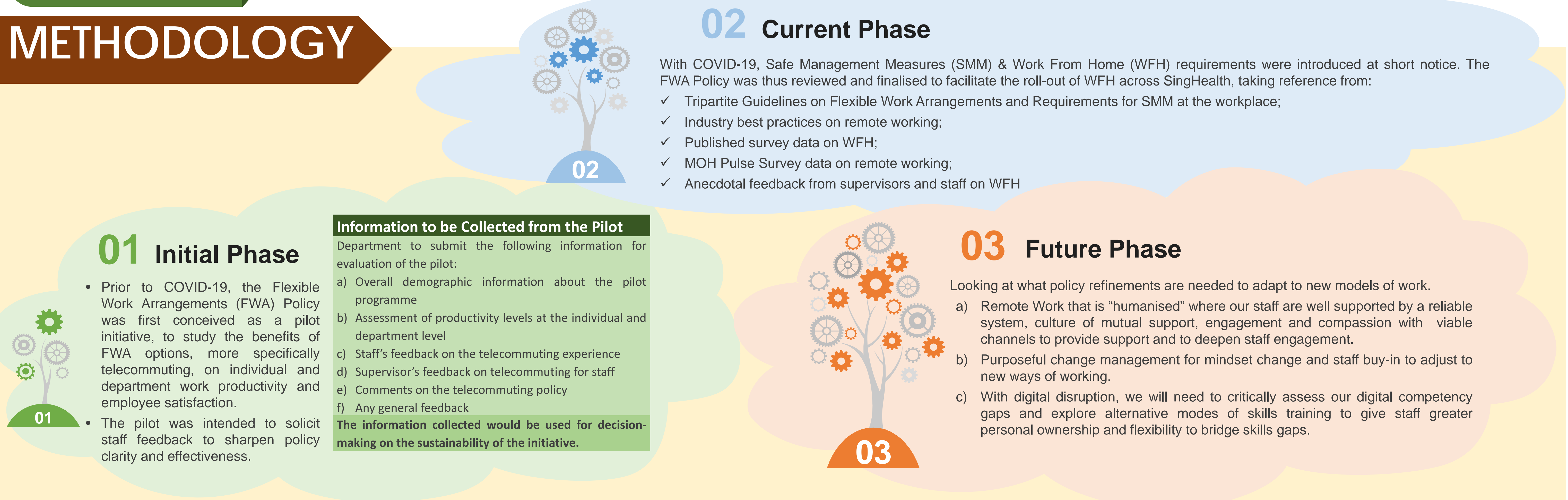
## BACKGROUND

**Making the Transition to a New Normal** The COVID-19 pandemic has thrust us into a changed world with new priorities which compel us to rethink and reimagine the way we work. It has also precipitated changes originally planned along a longer time horizon, with the urgency to respond to a COVID-19 changed world. Flexible Work Arrangements (FWAs), including remote working, was one such initiative which took the spotlight as HR charted possible options for our staff to transit to the “new normal” and for how and where work gets done productively under such arrangements.

## AIMS

- What are the intentions?**
  - To provide a wide-ranging suite of flexible work options to support our staff
  - To support the shift to a more digitally mobile workforce and proliferate remote platforms for work-related activities
- Benefits of Remote Working - Who is it for?**
  - Helps SingHealth staff to integrate their multiple life roles, whether as working parents, carers or in simply seeking alternative work patterns suited to individual work-life preferences
  - FWAs help attract and retain talent competitively, and facilitates nimble deployment of manpower. This flexibility also helps our staff to become more productive, as they can better manage their work and personal responsibilities.
  - In the COVID-19 situation and in the post-COVID environment, WFH will help to reduce the risk of transmission at the workplace and also reduce crowding on public transport and in public spaces.
- Making Remote Working Work – How can it done?**
  - ✓ **Culture, Trust, Mindset** (Creating a workplace culture that extends trust - “Not how, where or when they do it, but what they deliver”)
  - ✓ **Engagement, Enablement and Empowerment** (Blended orientation programme for new joiners to more effectively assimilate them into the new work environment and provide the necessary on-the-job training support for better retention of new staff)
  - ✓ **Performance Management** (Equip supervisors with New Methods of Goal Setting, Assigning Work, Monitoring Progress, Providing Feedback and Coaching to ensure that remote working is sustainable and effective)
  - ✓ **Competency Building** (Re-skilling, Up-skilling and Multi-Skilling, approach must be equally responsive and adaptive for an agile, flexible and tech-savvy workforce)
  - ✓ **Digital Transformation** (Necessary resources, devices, systems, processes and operating parameters at every step of the change process, enforcement of cyber security)

## METHODOLOGY



## CONCLUSION

- ❖ As work models continue to evolve, SingHealth's FWA and remote working policies will evolve in tandem to better cater to the strategic priorities of SingHealth and the needs and aspirations of our staff.
- ❖ To support SingHealth as a work-life friendly employer, HR will continue to review related policies to stay relevant and aligned with the latest guidelines. This will also enable staff to better balance and integrate their multiple life roles, while having a fulfilling career with SingHealth.