

Project Title

Driving Strategic Alignment for Organisational Transformation

Project Lead and Members

- Winnie Chew
- Kathleen Yeow

Organisation(s) Involved

ALPS Pte Ltd

Healthcare Family Group(s) Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Supply Chain

Aim(s)

- To establish and align the organisational long term growth strategies, map out and visualise the business opportunities and deliverables, and identify key drivers, enablers and resources to support the organisational goals.
- To build a ready relevant and resilient workforce alongside the organisational strategic goals and transformation that will address current and future needs.

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 Congress 2022 – Merit Award (Human Resource category)

Project Category

Organisational Leadership

Change Management, System Change, Systems Thinking

Keywords

Shared Goals, Organisation Transformation

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Background

The COVID-19 pandemic has impacted the healthcare system in many ways. In the midst of navigating the challenges, it intensified our transformational need to future-proof our healthcare supply chain capabilities to better serve the needs of Singapore’s healthcare system. Organisational alignment, effort and agility are key to favourable outcomes for ALPS.

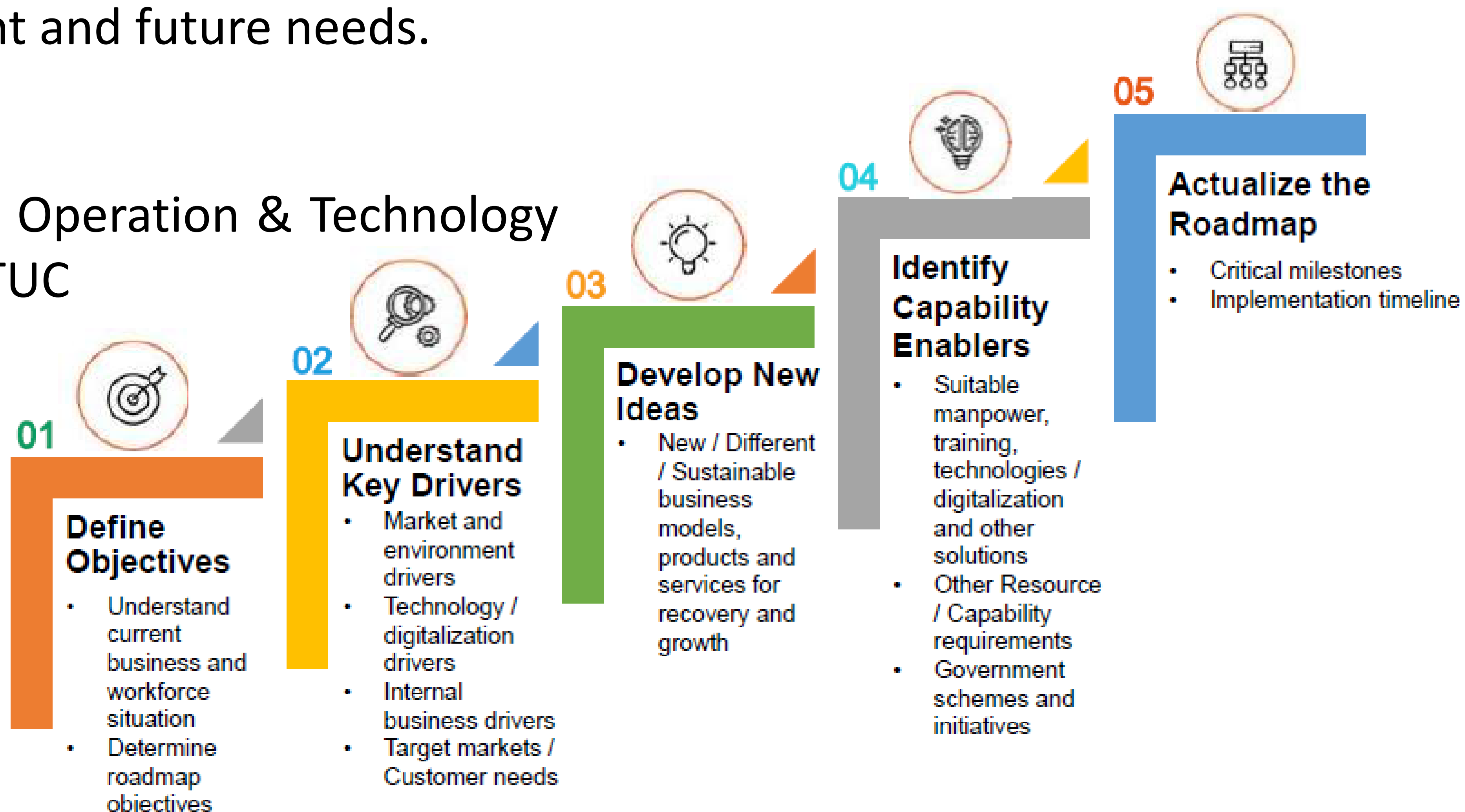
Aims

- To establish and align the organisational long-term growth strategies, map out and visualise the business opportunities and deliverables, and identify key drivers, enablers and resources to support the organisational goals.
- To build a ready, relevant and resilient workforce alongside the organisational strategic goals and transformation that will address current and future needs.

Methodology

ALPS’ senior leadership embarked on the Operation & Technology Roadmap (OTR) exercise, supported by NTUC Training and Transformation and HSEU.

The process, which comprised of 5 key steps, facilitated the planning of long-term business goals and strategies as well as the strategic considerations for talents, technologies and resources to support the organisational goals.



Results

- A comprehensive roadmap was created; leadership identified key drivers impacting the business, deliverables and strategies for the next 5 years and resources crucial to meet the organisation’s desired goals.
- Leaders are aligned and excited to work towards the organisation’s transformation – (see word cloud based leaders’ post OTR feedback).
- A Company Training Company has been formed to focus on the actualisation of the transformation roadmap.



Conclusion

The OTR exercise provided a transparent and structured approach, and neutral platform for leaders and key stakeholders to collectively identify shared goals, and commit towards organisational transformation.

Subsequently, the partnership with NTUC, e21 and LHUB was formally sealed. A Memorandum of Understanding was signed to prepare and strengthen our workforce to be ready for future jobs by equipping them with a combination of adaptive, technology and technical skills.

Reskilling
&
Upskilling