

Employees



Our Approach and Targets

In 2018, the Group focused its attention on overseas hiring and establishing common standards for its employees, an important step as it continues to expand its services regionally.

From 2019, the Group will conduct annual basic health screening and seasonal influenza vaccinations for all employees to support their wellbeing. The annual screenings would give employees and the Group more data points to provide interventions to improve their health.

The RMG scholarship was launched in 2012 to groom healthcare professional and business leaders. As the Group continues to expand its regional presence, it will offer scholarships to both local and international students over the next three years with the aim of nurturing a pipeline of talents who can be posted to its overseas offices.

In addition, a committee has been tasked to implement talent review and talent management to develop leaders through overseas postings.

Achievements in 2018

HIRING, RECRUITMENT & RETENTION ⁽⁴⁰¹⁻¹⁾

In 2018, RMG took efforts to develop a talent pool for its new facility, Raffles Hospital in Chongqing. Various avenues and platforms were tapped on to extend outreach to professionals from different countries and medical specialties. Flexible modes of interviews were carried out to suit the profile of its candidates. This includes video calls through social platforms such as WeChat, Skype or WhatsApp, and face-to-face interviews in Singapore or in Chongqing. To date, the medical panel and management of Raffles Hospital Chongqing comprise a mix of reputable local professionals and top international talents in the healthcare industry including specialists, physicians, nurses, allied health professionals and managers from Singapore, Hong Kong, Taiwan, Malaysia, Australia, Canada, Britain and Europe.



In addition, 20 Supervisors were groomed by RHCI through the fifth intake of Supervisory Training Programme (STP) between July and November 2018, showcasing four workplace improvement projects.

During the year, in-house courseware were refined to incorporate blended learning and experiential modes of facilitation, leveraging on e-learning to complement classroom facilitation. Customer centricity elements were infused to clinical and professional practice to enhance personable service.

As the Group expanded into China, RHCI broadened its outreach by extending its in-house curriculum to Raffles Hospital in Chongqing. Selected curricula were translated and contextualised to meet the learning needs of employees in China.



TRAINING AND EDUCATION ⁽⁴⁰⁴⁾

In 2018, Raffles Healthcare Institute (RHCI) offered 2,192 training places for RMG employees, who attended training courses and workshops organised by the 11 training divisions of RHCI, which comprise Specialist Medicine, Family Medicine, Dental, Nursing, Allied Health, Life Support, Quality Management, and General Management.

RHCI leveraged on the Group's collaboration with Mayo Clinic and invited Senior Advisers from Mayo's teaching faculty to facilitate workshops on service leadership and human resource management.



Trips were organised to Chongqing to deliver customised onboarding and service training programmes to induct new hires, introduce them to RMG's core values and culture, and to propagate the service standards of the Group. These sessions served as Train-The-Trainer Sessions, empowering the regional team to sustain future runs for its employees.

The investment in local and regional training exemplifies the enduring commitment of RHCI to grow and develop the Group's employees, with the goal of improving the quality of healthcare.





WE CARE

To maintain the Group's high service standards, a Group-wide service campaign was launched in Singapore in August 2018. The We Care campaign aims to enable employees to live up to the Group's core values and service charter. Following positive feedback from employees, the campaign will be rolled out to the Group's overseas units in 2019.



GROOMING STANDARDS

Following the change of uniform in 2017 and as part of the Group's pursuit for service excellence, an updated grooming guide was published in 2018 to align employees to a common set of grooming standards. The guide includes frontline and backroom employees and covers areas such as uniform, hair, accessories and footwear.

WORKING CONDITIONS

Raffles Specialist Centre and HPB have come together to introduce a Healthy Workplace Ecosystem at Raffles Specialist Centre. This allows for employees to participate in a wide range of physical activities, health seminars and healthy cooking classes at their workplace.



SGSECURE

The Group invited the Singapore Police Force to give a talk on SGSecure in November and December 2018. All employees are encouraged to download the SGSecure app which would allow them to keep track of terrorist related news or emergencies that may affect the Group. Training was also provided to employees on how to respond and handle emergency situations related to terrorists' attacks.

The Group will be planning joint exercises in 2019 with the authorities to strengthen its response to emergency situations.

Employees

RMG wants to be an employer of choice. The ability to continuously attract, retain and develop talent is the key to the Group's success. Its core values of compassion, commitment, excellence, team-based care and value (CCETV) underpin how it does business. Each member of its medical, clinical, administrative and support teams brings a level of experience, expertise and commitment to patient care that is unmatched in its industry.



HIRING, RECRUITMENT & RETENTION

The Group recognises that recruitment can prove challenging in some areas including nursing and allied health positions due to the opening of new hospitals and a shortage of suitably qualified healthcare professionals. In this regard, it regularly partners with e2i, Workforce Singapore, local universities, polytechnics and ITE to provide employment opportunities.

As part of its strategy to attract and retain diverse talent, RMG offers employees a range of flexible work arrangements (FWAs) that enable them to work efficiently and have time for personal pursuits. These include flexi-time, part-time work, contract basis, project-based work, amongst others. The application process for FWAs has been simplified to encourage take-up rate. This has made the organisation, attractive to individuals with personal responsibilities, including working mothers.

One key thrust of the HR policy is the formalised, structured selection process that RMG has devised for the screening and hiring of new employees. Interviewers are provided with clear written guidelines that include recruitment & selection, hiring, retirement and re-employment policies and a standard method to assess competencies.



Employee retention practices are also formalised in written policy, for easy reference by staff. These include a grievance handling workflow, disciplinary, whistle-blowing and performance management policies as well as training and development programmes.

Employees can be expected to be treated fairly and to receive prompt responses to problems and concerns. For this reason, RMG provides a grievance procedure to promote prompt and responsible resolution of issues raised by employees and line managers.



Scholarship

In 2018, four students were awarded the RMG Scholarship. These students are pursuing nursing, physiotherapy and business management courses. In total, the Group has granted 34 scholarships.



FAIR EMPLOYMENT PRACTICES

RMG is committed to maintaining harmonious labour relations. It respects its staff's right to freedom of association. In Singapore, RMG is guided by the Singapore Employment Act that balances employees' rights with business requirements.



The Group aims to eliminate discrimination on any grounds and promotes equal opportunities and a fair working environment. The Group adopts a human resources policy that combines a role-based system that grades individual employees based on the extent of their roles, with a performance-based approach to evaluation and compensation based on the outcomes of their job performance within their respective roles.

The Group respects the right of employees to adhere to normal or agreed working hours in accordance with Company Policy established in compliance with the laws and regulations.

The Group is committed to ensuring that the welfare of workers and labour conditions within its supply chain meet or exceed recognised standards.

DIVERSITY

RMG provides a diverse workforce, ensuring that the remuneration is equitable which has no gender bias and we are supportive of the Tripartite Guidelines on the Re-employment of Older Employees from 1 July 2017 which offer re-employment to all eligible employees up to the age of 67.

WORKING CONDITIONS

The Group partners its employees to make RMG a happy place to work in. Employees' inputs are important which is why various feedback channels are provided for them to contribute to the improvement of the workplace. RMG adopts an inclusive culture and open approach so as to keep the team aligned with the Group's actions and directions, in the journey to shape the future of healthcare.



At RMG, employees' views are actively sought after and acted upon, creating an inclusive work environment based on mutual trust and respect. The senior management values employee feedback and takes the lead in creating an inclusive work culture.

The various engagement channels include:

- Large scale meetings such as Annual Staff Meeting and Annual Management Meeting, to keep staff posted on the Company's results and performance as well as important developments that are under the way. At the same time, these platforms help to forge continued bonding and engagement.
- Quarterly social engagement funds are provided where departments are encouraged to hold social engagement events or activities for branding purpose. The utilisation rate for 2018 is 88%.
- Professional consultation and referrals under our Employee Assistance Programme (EAP) where staff have an avenue whereby he / she can gain more insight into their current emotional state and how to obtain relevant help or treatment if necessary.



STAFF BENEFITS (401-2)

Benefits are an important part of an employee's compensation package. RMG offers a benefits package with choice and flexibility to meet the needs of the eligible staff and their family members.

Full time staff benefits include medical and dental consultation and / or treatment reimbursement, hospitalisation benefits, comprehensive health screening, additional insurance coverage other than Work Injury Compensation insurance coverage, transport allowance, training and development, claim for annual subscription fees for joining professional associations, Long Service Award, Annual Dinner and Dance event, entry passes for places of interest, and tokens of appreciation for special occasions. Part-time staff will have their benefits pro-rated in accordance with their working hours.

Another significant initiative is the Raffles Flexible Benefits Scheme that comprises core and flexible benefits. Staff may choose to spend their allocated flexi dollars to either enhance their medical benefits or claim from a list of reimbursable items.

PARENTAL LEAVE (401-3)

Staff are eligible for parental leave, which includes maternity leave, paternity leave and share parental leave. All parental leave entitlements are in line with Ministry of Social and Family Development's guidelines.



OCCUPATIONAL HEALTH AND SAFETY (403)

Since 2013, RMG is a certified BizSAFE Level 3 Company, awarded by the Workplace Safety and Health (WSH) Council Singapore based on an independent audit by a Ministry of Manpower approved WSH Auditor. As a commitment towards maintaining a safe and healthy work environment for its employees in compliance with legislative requirements, the Group is committed to:

- Comply with all statutory safety and health requirements, and other existing standards and guidelines;
- Eliminate hazards or adopt reasonably practicable means to reduce the risk of injury to its employees to an acceptable level;
- Seek the involvement of various stakeholders to effectively implement WSH Policy objectives;
- Improve continuously through on-going reviews of WSH mechanisms; and
- Provide adequate resources to ensure compliance to WSH Act and its Regulations.
- Prepare its employees and build up organisational resilience to manage and respond to terror threats.



RMG is also represented in the national WSH Council (Healthcare) that works closely with the Ministry of Manpower (MOM) and other government agencies, the industry, unions, and professional associations to develop strategies to raise WSH standards in Singapore.

RMG regularly assess potential health and safety risks, take preventive measures and increase employee awareness about safety. The Hospital QA Committee and Safety and Health committee periodically review safety and health policies, procedures and practices. The Risk Assessment Team works with the appointed Risk Management Champions to assess risks for every work activity and process carried out at the workplace.

RMG conducts regular workplace safety and health training to enhance staff competency and awareness. E-learning programmes were also developed to ensure that all staff are orientated to workplace safety and health knowledge. The safety and health committee provides oversight for staff-related incidents.

For employee wellness, all employees have access to EAP which includes a free helpline and confidential counselling service to address personal or work-related problems directly with a counsellor or referred specialist.



TRAINING AND EDUCATION ⁽⁴⁰⁴⁾

Employees are part of the Group's human capital, and their competencies are fundamental to RMG's operational effectiveness. RMG aims to develop their potential to drive innovation and organisational excellence. As an employer, RMG finds ways to engage staff to support them in delivering in the future. As a healthcare business, the Group has great staff in all locations and at all levels.

The Group strongly believes in developing people by growing its own timber. It will continue to invest in developing all staff – both through the specific knowledge and skills they need to do their jobs. Building world-class staff and capabilities will not only help the business, it will also support the employer brand.



The Group has a tailored training and development support for its diverse workforce via a structured Total Learning Plan for all staff, developed through a transparent, systematic Learning Needs Analysis process. Staff are valued for their performance and competence on the job, and the management focuses on helping staff identify their core strengths, along with raising their knowledge and skill levels. This is done through various training initiatives such as professional coaching, mentoring, on-the-job training, cross-training in multiple functions, as well as job rotation.

It is vital for employees to keep themselves abreast of the latest technological and industry developments. The Group is constantly creating opportunities for staff to grow through continuous training and professional development. Employees are given the opportunity to upgrade their skills and qualifications through sponsorship of training courses and academic programmes. The acquisition of professional skills and knowledge empowers staff to add greater value in their respective roles and to enhance service quality to patients and customers.

All employees will receive ongoing in-service education, training and developmental opportunities to increase their competency level to meet patient needs and perform greater job responsibilities for career advancements.

Medical staff need to meet the compulsory Continuing Medical Education (CME) which consists of educational activities that helps those in the medical field maintain competence and learn about new and developing areas of their field. Dental professionals will need to fulfil the Continuing Professional Education (CPE) hours for renewal of license. Nursing staff also pursue CPE to maintain their competencies through various nursing educational activities.

In line with the Group's core values of excellence, team based care and value, it seeks to give patients the best in medical and nursing care. RMG's doctors and nurses attend periodically local and overseas conferences to stay abreast of the latest updates in technology and practices. This ensures RMG is on the forefront of care delivery for the benefit of its patients.



As the training arm of RMG, the RHCI leverages on the expanding base of clinical and management expertise and resources of Raffles Hospital and the network of specialists, family medicine and dental clinics.

In addition, its institutionally-based group practice model affords a structure of clinical leadership and governance and a membership of medical staff which supports teaching and education.

RHCI brings together all the training initiatives and activities for medical, dental, nursing, allied health, and healthcare management under one umbrella. For ease of reference, RHCI has organised the training programmes under the following categories:

- Medical
- Dental
- Nursing
- Allied Health
- Life Support Training
- Healthcare - General and Management

RHCI currently offers programmes in CME, clinical attachments for nursing and allied health students and trainees, courses and workshops related to clinical skills, patient safety, service quality, healthcare management, and professional and continuing education.

As the Group grow geographically, continuous learning opportunities are created for staff as they move within departments and across businesses or regions, equipping them with a myriad of skillsets to prime them for their respective new roles.



As the Group grows geographically, it supports internal mobility, job rotations and other experiential learning opportunities. Staff can move within departments and across businesses or geographies to gain lateral exposure or acquire different skillsets and experience.

Raffles Healthcare Institute (RHCI)

RHCI was set up on 1 July 2013 with the objectives of supporting RMG's growing manpower development needs, and contributing to training of local and foreign healthcare professionals to increase competency and professionalism.