



Learners in the driver's seat

How Tan Tock Seng Hospital is accelerating the shift to a digital workplace with LinkedIn Learning



Head office: Singapore



Industry: Hospital & Healthcare



Employees: 9,000+

“We need to equip our staff with the skills for today and the capabilities for tomorrow, but lifelong learning has to be self-directed. Our role is to encourage our people to develop a curious mind and equip them with access to learning modalities so that they can get what they need, when they need it. That’s where LinkedIn Learning comes in.”



David Hendrick
Director of People Development, Centre for Healthcare Innovation,
Tan Tock Seng Hospital



Tan Tock Seng Hospital (TTSH), is the flagship hospital of the National Healthcare Group in Singapore. As a pioneering hospital with strong roots in the community for over 175 years, TTSH is recognised as the People’s Hospital, serving a resident population of 1.4 million living in central Singapore. It also hosts Singapore’s largest purpose-built innovation centre for healthcare — the Ng Teng Fong Centre for Healthcare Innovation, which is where its People Development team sits.

“Unlike in most organisations, our team isn’t part of the Human Resources function. That is because our focus goes beyond facilitating the learning

and development journey of TTSH’s 9,000 staff; it extends to innovating for a sustainable healthcare system that benefits the community now and into the future,” explained David Hendrick, Director of People Development.

Creating a digital workplace and nurturing a digital workforce of self-driven learners is a necessary step in that direction. While TTSH has been making steady progress in that regard, it went full throttle with LinkedIn Learning when COVID-19 hit.

Gearing up for self-directed learning

Before COVID-19, TTSH estimates that its workplace learning was 20% digital and 80% in-person. Its first foray into the digital space was about 10 years ago. An e-learning platform was introduced as part of a blended learning experience for clinical skills training. In September 2019, the hospital also introduced micro-learning online. In both instances, the learning content is developed by its own subject matter experts to ensure relevance.

But the People Development team knew that a piece of the digital learning puzzle was still missing—soft skills and IT training. This was amplified when the pandemic made in-person training impossible.

“We had to pivot quickly. We shortlisted five providers in the market and landed on LinkedIn Learning within a month. LinkedIn Learning is accessible, scalable and sustainable, which supports our goal of developing self-directed learners. The content is also professionally set up, well-curated, and aligned with our learning direction over the next three to five years,” said David.

With the decision taken, TTSH rolled out LinkedIn Learning in June 2020 with 3,000 licences. It achieved 100% activation in under three months and, by the fourth month, was recording an impressive

92 learning minutes per user. These results are particularly remarkable considering that the licences were distributed among two very distinct employee groups—45% were identified learners while 55% were invited learners.

“Identified learners” were a group with learning needs that could translate well onto LinkedIn Learning. For this group, the People Development team quickly mapped their original learning plans to relevant courses on LinkedIn Learning so that they could continue their learning and development journey with minimal disruption. The “invited learners”, however, comprised primarily of senior management as well as the reporting officers and managers of the identified learners. The experience was more exploratory in nature for them, as it is essential that they understand what LinkedIn Learning offers and how they can leverage it to fulfil their team’s learning and development needs.

“Given the diverse needs of the two groups, our team ran focus group sessions to understand sentiments, needs and challenges on the ground. Using these insights, we formulated an engagement plan that has clearly produced results” said, Lee Hwee Chin, Manager, People Development.



Challenge

- To support innovation in the Singapore healthcare system by nurturing a digital workforce of self-directed learners
- To shift the ratio of classroom-to-digital learning, which was 80:20 before COVID-19

Solution

- Created learning pathways on LinkedIn Learning and added new courses weekly
- Mapped individual learning plans to relevant courses and used the Recommend feature to nudge learners
- Provided platform guidance and motivated learners through regular marketing and communications

Results

- **344%** increase in learning hours
- **155%** increase in total learners
- **74%** increase in average learning time

Based on LinkedIn Learning platform data recorded between the first month (25 June to 31 July) and fourth month (25 June to 5 November)

Deepening the learning culture

Understanding that the shift to LinkedIn Learning — and self-directed learning — requires a fundamental behavioural change, the People Development team was committed to supporting learners from the get-go. To ease learners onto LinkedIn Learning, their marketing messages were cleverly crafted to reinforce familiarity: that LinkedIn Learning is an extension of existing digital learning initiatives. In September 2020, when the hospital celebrated its 365 days of micro-learning program, the team took the opportunity to highlight how micro-learning, which employees are familiar with, is a form of digital learning, just like LinkedIn Learning.

In addition to regular communications, the People Development team spent time attending to enquiry and troubleshooting calls from learners, and even visited their offices to provide hands-on guidance.



The People Development team (from left) Emmy, Wan Ping, Hwee Chin and David.

“The face-to-face interaction enables us to better understand the learners’ needs and accelerate the rollout of LinkedIn Learning,” said Emmy Nazra Binte Khamis, Senior Executive Assistant, People Development.

Once learners were logged into LinkedIn Learning, they were free to explore the wide variety of content, including three TTSH learning collections that were carefully curated by the People Development team. These reflect the hospital’s learning direction of developing skills for today, building capabilities for tomorrow, and driving leadership and organisational development. “Our team also made it a point to add new courses to these collections every week and use the platform’s Recommend feature to push it out to learners,” added Lee Wan Ping, Executive, People Development.





TTSH's Learning Pathways on LinkedIn Learning

Skills for Today

- Developing a Learning Mindset
- Embracing Unexpected Change
- Building Resilience
- Being Positive

Capabilities for Tomorrow

- Disrupting Yourself
- Digital Transformation
- Converting Face-to-Face Training into Digital Learning
- The Digital Transformation of Learning

Leadership & Organisational Development

- Leadership Mindsets
- Strategic Thinking Transformational Leadership
- Building Resilience as a Leader



Top Courses Among Learners

Personal Wellness & Effectiveness

- The Six Morning Habits of High Performers
- Embracing Unexpected Change
- Building Resilience

Collective Leadership

- Leadership Mindsets
- Transformational Leadership
- Humble Leadership: The Power of Relationships, Openness and Trust

Coaching / Mentoring

- Coaching Skills for Leaders and Managers
- Coaching Employees Through Difficult Situations
- Coaching and Developing Employees

Having achieved early success on LinkedIn Learning, TTSH is pushing forward with plans to extend access to twice as many employees. LinkedIn Learning is proud to partner TTSH on its workplace transformation and workforce innovation journey as it continues to do its best to serve, care and heal.

LinkedIn Learning is a leading online learning platform that helps professionals learn relevant skills and achieve their goals. It combines a library of 16,400+ up-to-date courses in 7 different languages with an engaging, intuitive, and personalised learner experience. LinkedIn Learning also includes real-time skills insights that help learning leaders identify skills gaps. For more information, visit <http://learning.linkedin.com>.