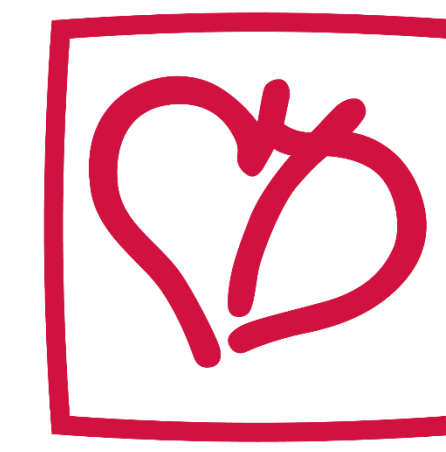


# Cultivating Service Culture to Enhance Patient Experience at National Heart Centre Singapore



Singapore Healthcare Management 2024



National Heart Centre Singapore  
SingHealth

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## Background

Patient experience comprises all the interactions patients have with the healthcare staff at various touchpoints throughout the healthcare journey. It is therefore important that every staff embraces a harmonised service culture and subscribes to a common set of service values to ensure that the patients experience consistent and exceptional care when they undergo care at NHCS. To achieve this, we constantly raise the awareness of the service values amongst staff, reminding and reinforcing the desired behaviour for the patients.

**Aim To create awareness and reinforce NHCS service values among staff to enhance patients' experience.**

## Methodology

NHCS Office of Patient Experience (OPE) co-created the NHCS service culture with its stakeholders including staff, SingHealth Patient Advocacy Network (SPAN) members and NHCS Patient Experience Steering Committee.

2 DEC 2020



Focus groups involving SPAN members and staff from different domains and ranks were conducted in 4 months to gather views on service expectations.

4 JAN 2022

Former CEO, Professor Terrance Chua launched the new P.V.O.T.E. service culture along with a newly created P.V.O.T.E. video that involved staff from different departments demonstrating the organisation's commitment to promoting an excellent service mindset.

6 MAR 2023

Mini workshops are held during department meetings to encourage staff to share how P.V.O.T.E. can be applied in their work and examples shared will be transposed into commitment by the departments in the form of posters which are displayed at their workplace.



P.V.O.T.E. service values are incorporated into NHCS new staff orientation and core training programme to ensure that our new hires are aligned to our service values and bring these values alive in their course of work.

1 AUG 2020

A poll was carried out to vote for a vision that best resonates with the staff, and we saw the birth of the NHCS Service Vision :

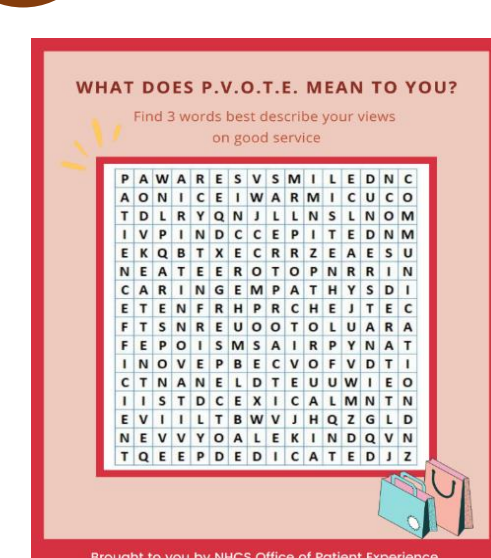
**"Care from the heart, Right from the start"**

3 JUL 2021



P.V.O.T.E. service values were conceived from the focus group discussions. The values convey the service standards expected from staff and guide them in their daily interactions with colleagues and patients.

5 SEP 2022



Activities such as word puzzles and quizzes are organised to reinforce the service values among staff and remind them to apply the values in their course of work.

7 JUL 2023

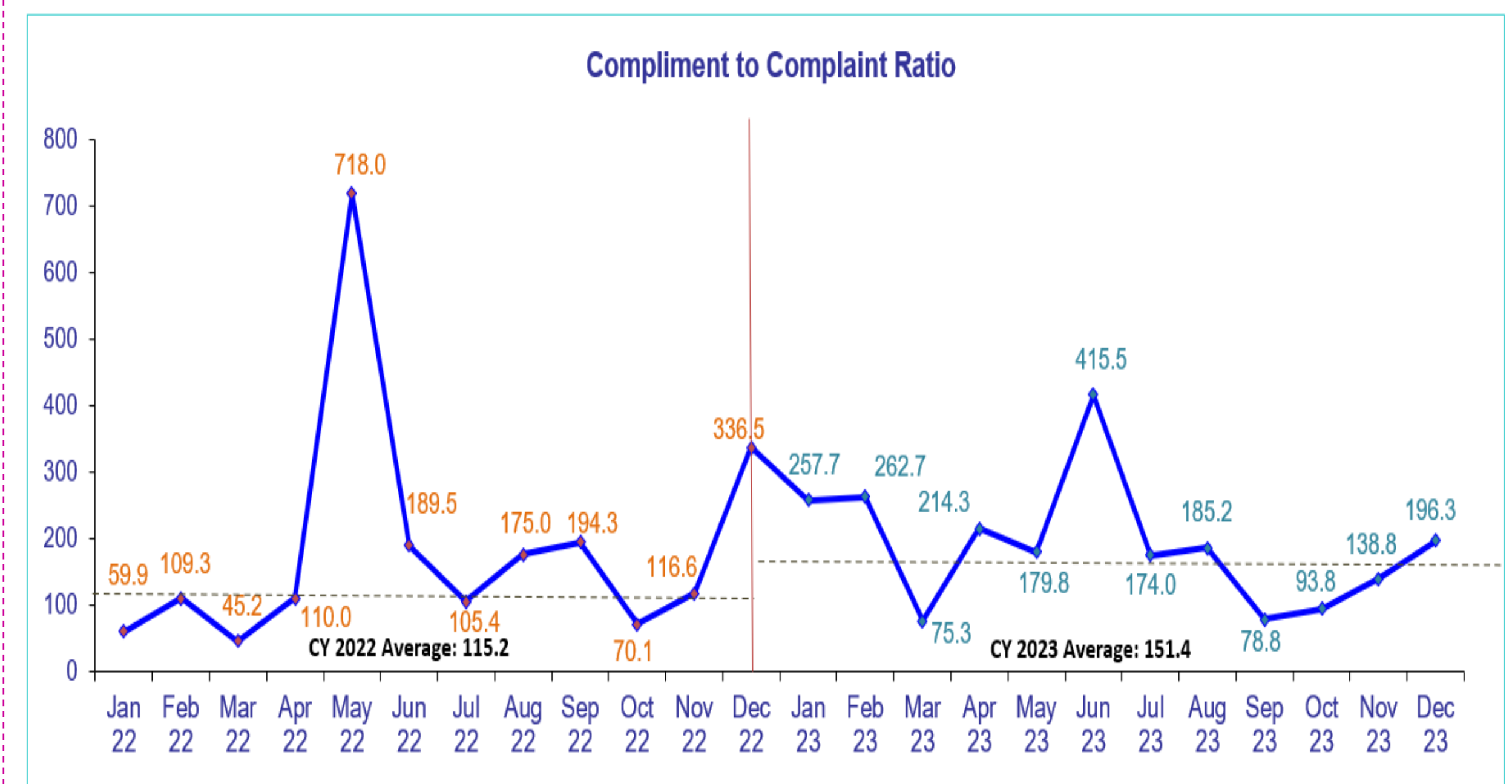


P.V.O.T.E. champions are nominated annually by their co-workers and supervisors and featured in posters displayed throughout NHCS, providing positive reinforcement of exemplary service to inspire others to emulate.

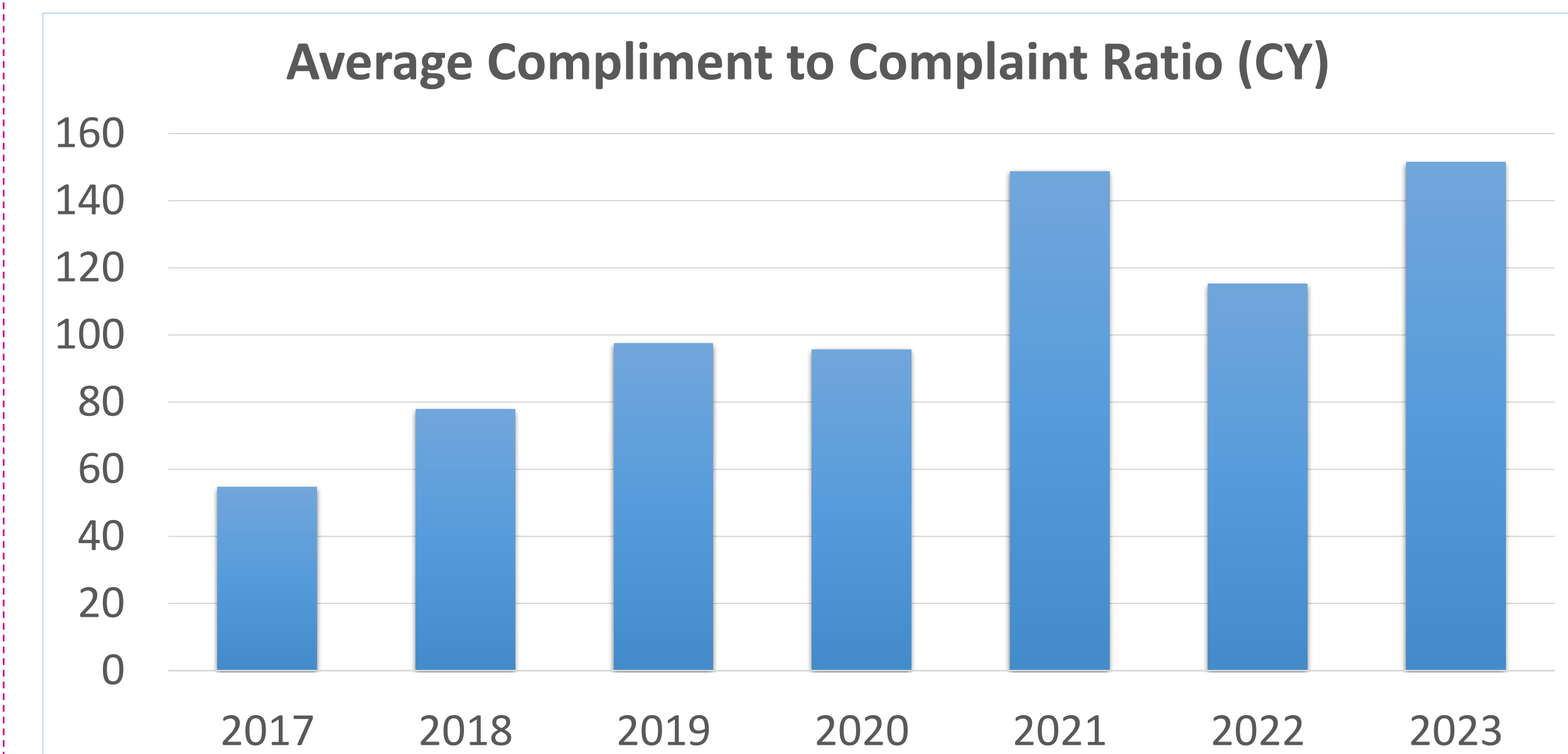
**The P.V.O.T.E. service values convey the service standards expected from staff and guide them in their daily interactions with the patients and colleagues.**

<p><b>Professionalism</b> I speak, dress, behave and conduct myself to the highest level of service standards so that patients feel assured and confident when interacting with me.</p>	<p><b>Value-Add</b> I value-add in every possible way in my interactions with the patients so that their encounters with me and my colleagues are productive, pleasant and exceed their expectations.</p>	<p><b>Ownership</b> I take pride in what I do and if things do not go the way they are supposed to, I fix the problem as soon as I can and not pass it to others or back to the patient.</p>	<p><b>Teamwork</b> I work collaboratively with my colleagues and stakeholders to achieve coordinated care and best experience for my patients.</p>	<p><b>Empathy</b> I listen, seek to see from our patients' point of view, understand their emotions and respond to their expressed needs in their best interest.</p>
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## Results



Since the introduction of P.V.O.T.E. in 2022, there is an increase of 627 compliments in 2023. The compliment to complaint (C:C) ratio also improved significantly from 115.2 in 2022 to 151.4 in 2023 (refer to figure below), a vast improvement from 77.8 in 2018. There were 94 fewer negative service-related feedback in the same period.



NHCS compliment to complaint (C:C) ratio peaked in 2023, the highest in the last decade, after the full implementation of the P.V.O.T.E. initiative. Prior to the P.V.O.T.E. implementation, the C:C ratio hovered over the range of 54.7 and 97.4, lower than 151.4 which was achieved in 2023. An anomaly of a high C:C ratio was observed in 2021, during the Covid period as the healthcare workers worldwide were applauded and appreciated for their sacrifices and dedication during this period.

## Staff Feedback

<p>I will practice what was written in the P.V.O.T.E checklist since I developed them with my colleagues. ~ Janet, Cardiac Lab</p>	<p>P.V.O.T.E. is a constant reminder to me to do my best for patients. ~ Dr Jareth, Cardiology</p>
<p>The V in P.V.O.T.E. constantly reminds me to strive to value-add in my work. ~ Michelle, CPP</p>	<p>P.V.O.T.E. is my compass, guiding me in my interaction with my stakeholders and in every decision I made. ~ Alvin, BO</p>
<p>The acronym is easy to remember, and the series of activities helped to reinforce the NHCS service values. ~ Jacqueline, PTI</p>	<p>Empathy in nursing means putting myself in the shoes of the patients, feeling how they feel and providing the best care possible for them. ~ Hidayatul, NSCU</p>

## Conclusion

The tripartite creation of the P.V.O.T.E. values by patients, staff and management demonstrates a common desire to deliver and receive exceptional patient experience. Through intentional regular communication, staff are constantly reminded of the values. Recognising the role models who exemplify such service values, the desired service culture that applies to patients and staff were further reinforced. The reduction in the negative feedback; increase in the compliments received and improvement in the C:C ratio not only shows that staff are assimilating this service culture, staff morale is also elevated. All these positive reinforcements make NHCS an overall better workplace for staff and preferred healthcare institution for patients.