



Building a GROSS (Get Rid Of Silly Stuff) Culture for Staff Well-Being: The SGH Experience

Singapore Healthcare Management 2024

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A. Introduction & Problem Statement

Being a high reliability organisation and with unwavering commitment to patient safety and efficiency, Singapore General Hospital (SGH) has built-up many policies, protocols, and workflows to ensure safe systems, uphold zero harm to patients and keep operations flowing.

To support the above, multiple layers of safeguards and requirements were added over years. Though well-intentioned, the inevitable circumstance resulted in unintended consequences such as admin burden and cognitive overload. Ultimately, this can cause adverse impact to healthcare workers and be unsustainable going forward.

B. Objectives

SGH Office of Well-Being (OWB) saw the pressing need to address this challenge and took steps to initiate a change programme, as part of organisational development, based on following objectives:

1. To develop a feasible approach to encourage review of legacy protocols and existing processes to eliminate non-value adding work which can be adapted and applied at workplaces; and
2. To deliberately keep approach light-hearted with an element of fun to improve adoption and spread, and not falling into the trap of being excessively structured and becoming a “kill-joy”.

C. Methodology

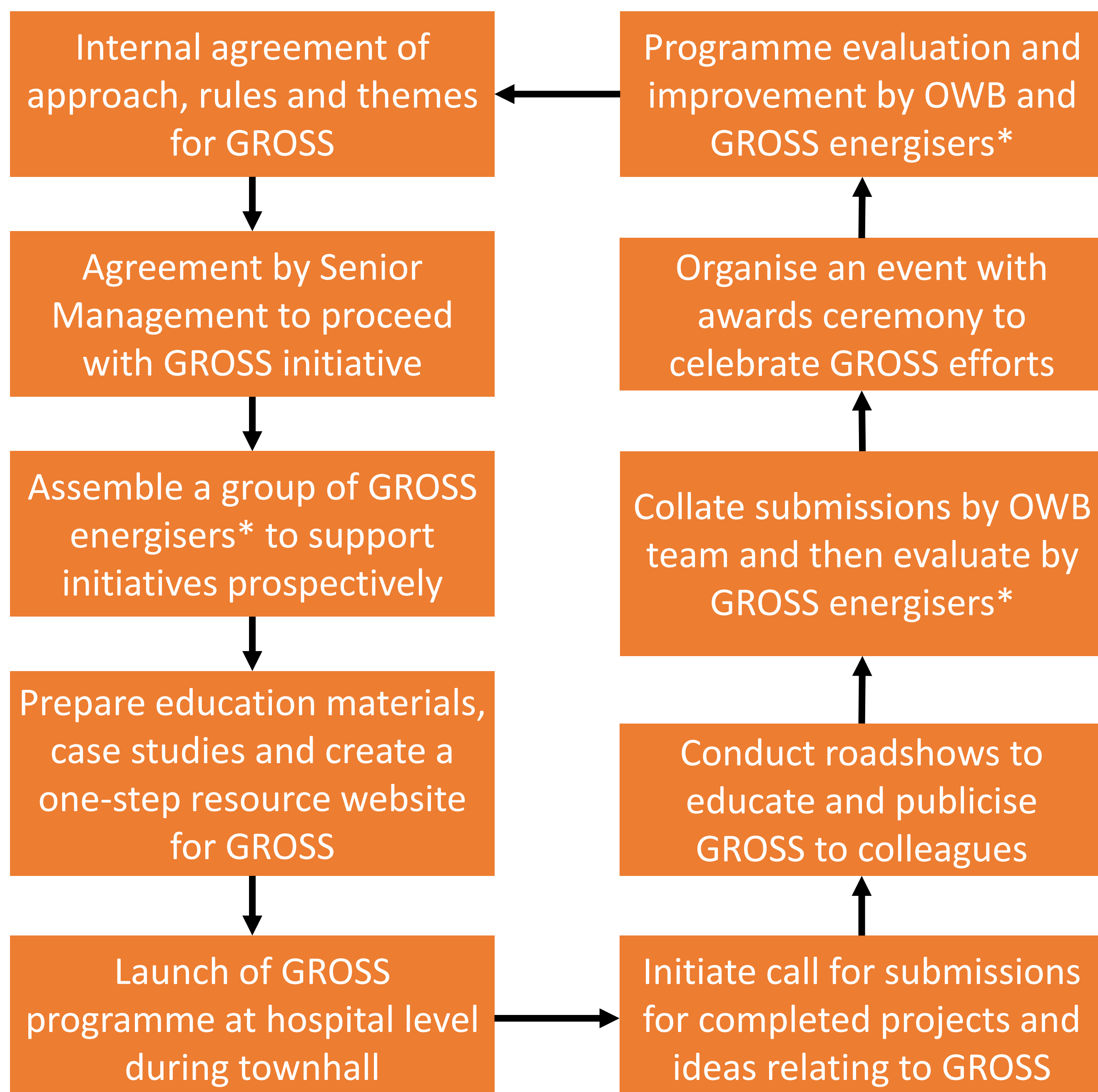
OWB conducted a literature search for approaches or programmes of similar nature and explored relevant change models to guide implementation for the team. The anchor references that shaped our change programme would include:

Getting Rid of Stupid Stuff Toolkit, American Medical Association, STEPS Forward®, 19 Dec 2019

Breaking the Rules for Better Care Resource Guide, Institute for Healthcare Improvement, Feb 2023

ADKAR Model of Change Management, Jeffrey M. Hiatt, Prosci Learning Center Publication, 2006

With the above resources, OWB discussed and agreed on an adapted approach for the programme. It was collectively decided to be coined as the GROSS (Get Rid Of Stupid Stuff) initiative in 2023 and was renamed as “Get Rid of Silly Stuff” in 2024. The below illustrates the step-by-step process to implement GROSS:



* Senior leaders who strongly believe in GROSS mindset

D. Results

1. Created a one-stop website to house all GROSS related education materials, resources and case studies for learning and referencing.
2. 86 Submissions for GROSS ideas and completed projects received from interprofessional groups across Singapore General Hospital.
3. Organised a successful inaugural GROSS Fest on 12 October 2023, achieving attendance of more than 400 participants! Gave our Golden GROSS Trash Can Awards to 10 teams (5 for Best GROSS Ideas and 5 for Best Completed GROSS Projects)
4. Updated GROSS content on website and screensavers to keep colleagues reminded about GROSS and inspire them to be GROSS at their respective workplaces.

E. Sustainability & Conclusion

The GROSS movement involves a whole-of-hospital effort where all are empowered to take the lead to eliminate wastes to improve morale and overall well-being.

The Office of Well-Being shall continue organising the GROSS awards to recognise colleagues for being GROSS and engage senior leaders to integrate GROSS into our organisational culture.

For 2024, Office of Well-Being created a SIMPLE tool to encourage all to embed GROSS in our mindsets and operations

#GetRidOfSillyStuff
GROSS IS SIMPLE
Review, Reduce, Rejoice, Repeat

- S Simplify**
Can this be simplified?
- I Impact on emotions**
Will it spark joy in you and your team?
- M Minimise**
Does it minimise or remove duplication?
- P Pass the buck no more**
NOT passing the problem to others?
- L Let it go**
Is this legacy or no longer relevant?
- E Execute with ease**
Can it be done and sustained?

*Adopt this universal tool in your workplans, day-to-day processes, case studies, ideation steps and meeting discussions!
#DareToBeGROSS