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Empowering SingHealth Staff: Cultivating Staff Wellness for an Engaged Workplace



Institute for
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Introduction

Fostering a culture of wellness is essential for creating an engaged and productive workforce. Through the Resilience in Academic Medicine (RAM) Survey 2019, it was revealed 43.9% (2,654 of 6,048) of SingHealth respondents experienced with either high emotional exhaustion (EE) or high depersonalization (DP)¹ (Fig.1). Burnout among healthcare professionals can lead to increased medical errors and negatively impact staff well-being². There is an urgent need to address the high burnout rate. SingHealth Duke-NUS Institute for Patient Safety & Quality (IPSQ) curated a suite of Joy at Work (JAW) programme to promote a culture of resilience & support, leading to a more engaged and thriving workplace for staff.

Prevalence of high burnout (High EE, High DP, Low PA)

Profession	At least 1 No. (%)	At least 2 No. (%)	All 3 No. (%)	High EE or high DP No. (%)
Medical n=608	377 (62.0)	229 (37.7)	110 (18.1)	288 (47.4)
Nursing n=3,302	2,163 (71.3)	1,092 (36.0)	508 (16.8)	1,372 (45.3)
Allied Health n=764	545 (71.3)	308 (40.3)	139 (18.2)	401 (52.5)
Non-clinical n=1,644	1,225 (74.5)	505 (30.7)	221 (13.4)	593 (36.1)
Total N=6,048	4,310 (71.3)	2,134 (35.3)	978 (16.2)	2,654 (43.9)

Fig.1 Prevalence of high burnout across Maslach Burnout Inventory combinations

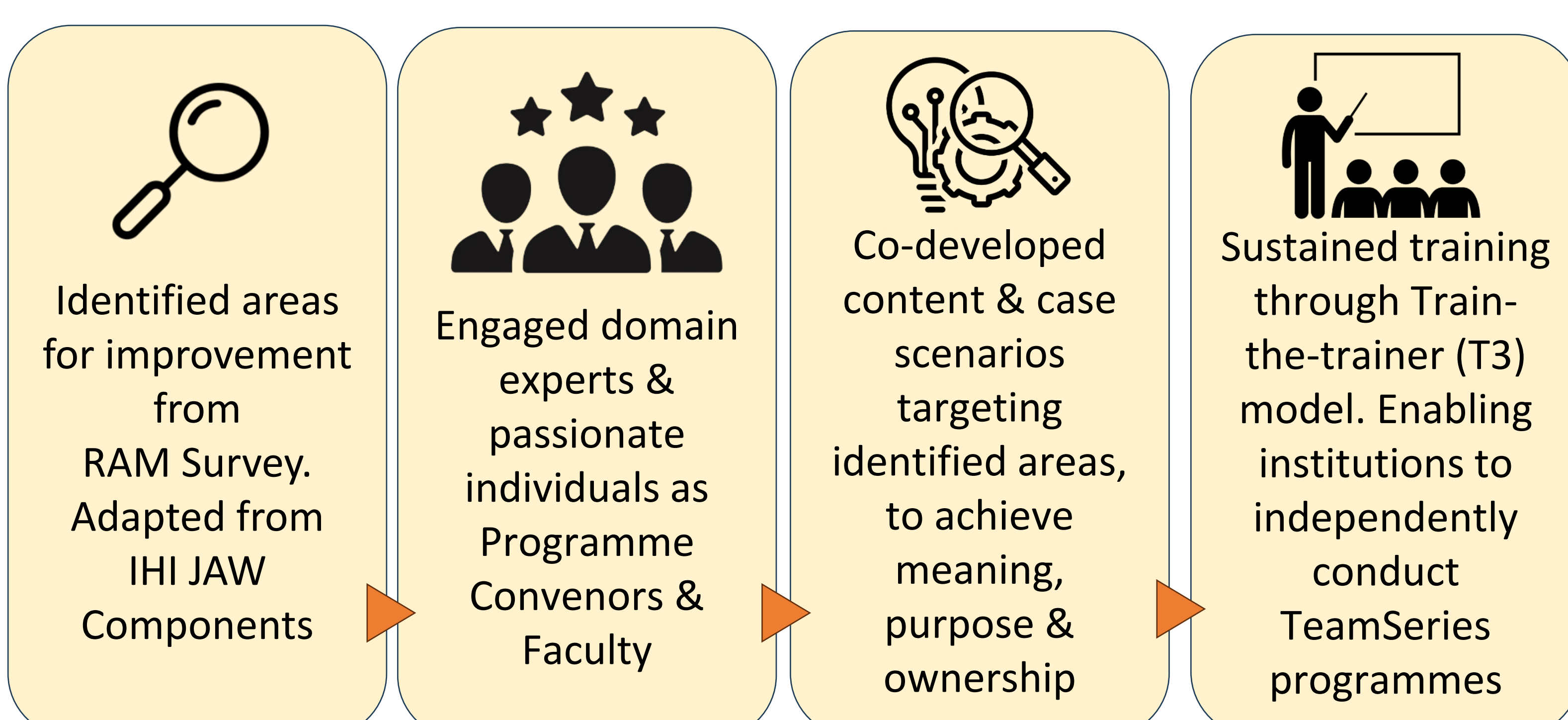
Aim

To emphasize the crucial role of training in equipping staff with wellness-enhancing strategies, fostering an engaged workplace prioritizes well-being and safety.

Methodology

Guided by the 9 components of IHI Joy In Work Framework (IHI JAW Components), 8 TeamSeries Programmes (Fig.2) were developed to cater to areas of improvement identified by the cluster RAM Survey 2019.

A comprehensive 4-step approach was adopted by IPSQ in implementing the programmes:



Support and commitment from institution leadership also helped in the scaling and spread of the programmes.

IPSQ Programmes to Enhance Joy at Work

SingHealth
Joy at Work Framework
(Adapted from IHI Joy in Work Framework)

9 Domains for Ensuring a Joyful, Thriving & Resilient People
Multiprong Approaches & Need for Prioritisation



With RAM 2019 result, new programmes roll-out to empower individuals, teams and supervisors

JAW Domain	Programme	Programme Tagline	Launched in
Choice & Autonomy	TeamCHOICE™	Programme in Making Safe Choices and Promoting Just Culture	Roll out in 2023
	TeamJOY™	Programme for Team Leaders to Build A Healthy & Joyful Physical & Psychological Workspace	Roll out in 2023
Physical & Psychological Safety	TeamGRACE™	Level 1 (e-learning, For all staff): A programme in promoting workplace civility and gracious professional behavior to enhance trust & psychological safety. Level 2 (workshop, For workplace champions): A programme to promote professional behavior & communications to improve trust & safety culture	Piloting in 2023
	TeamSPEAK™	Programme in Promoting Speaking Up for Patient Safety in Healthcare	2018
	ITHRIVE	Programme in Mindful Self-care and Thriving with Mindfulness Practices to Reflect, Refresh and Recharge	2019
Wellness & Resilience	TeamSTEPPS	Programme in Team Strategies & Tools to Enhance Performance & Patient Safety	2018
	TeamTHRIVE™	Programme in Team Resilience & Joy at Work for Teams to Thrive with Positive Psychology Tools	2020
Participation & Communication	TeamCARE™	Programme in Building Team Empathy Skills & Relationships for Better Patient Experiences and Staff Well-Being	2022

Fig.2 SingHealth Joy at Work (JAW) Framework & TeamSeries Programmes

Result

The 8 TeamSeries programmes are adopted at various SingHealth institutions. Together with other SingHealth initiatives, positive outcomes were observed which include reduced burnout rates (High EE: 37.8% FY2019 vs 35.6% FY2023; High DP: 29.7% FY2019 vs 26.9% FY2023) (Fig.3), improved Staff Wellness Index (EES2021: 75; EES2023: 78) and Higher Engagement Index (EES2021: 37.0%; EES2023: 38%).

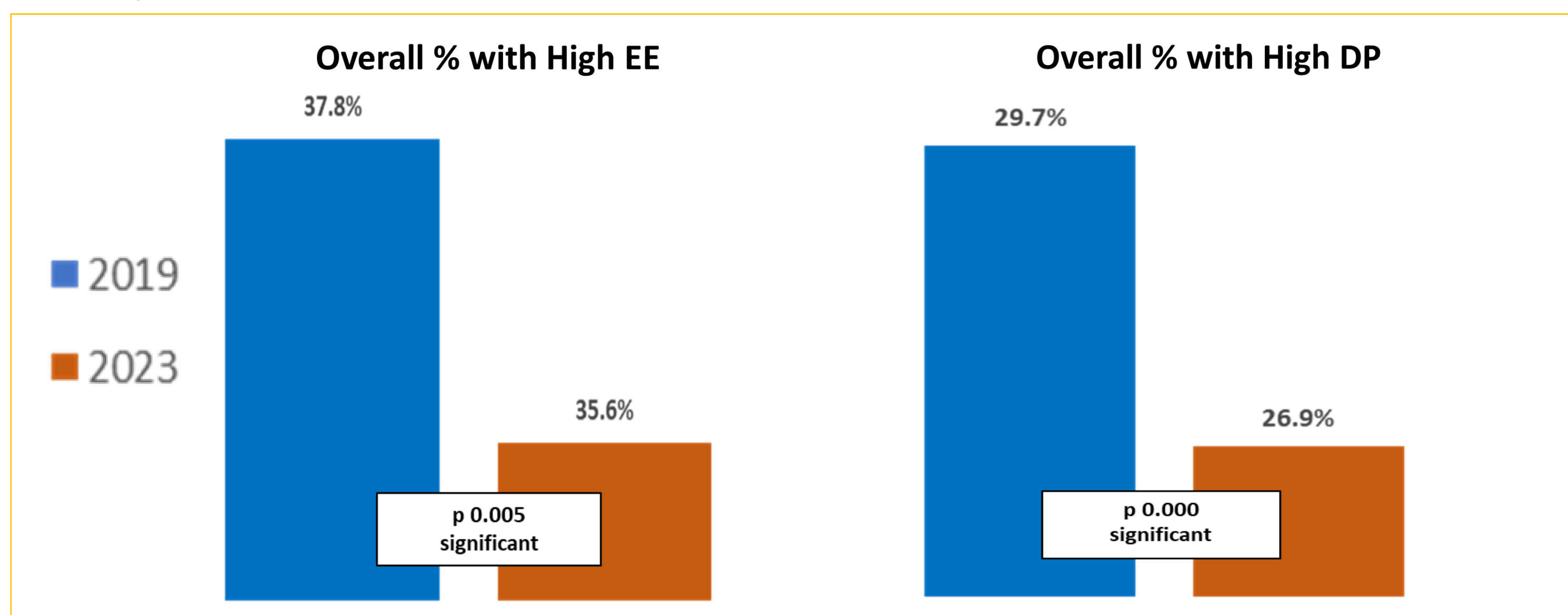


Fig.3 EE and DP scores comparison between RAM2019 and RAM2023

The in-house programmes enable the creation of localized content and contribute to establishing a common language within SingHealth. Moreover, there is a cost avoidance of at least SGD\$260,000/year as compared to engaging external training providers or sending staff to external courses (assuming SGD\$400/wellness course for 650 learners/year).

The standardized evaluation facilitates consistent review of learning outcomes and allows for common considerations to be made for programme refinement that better suits staff.

Conclusion

The impact of training in equipping staff with wellness-enhancing strategies, showcased by the TeamSeries programmes, is apparent in reduced burnout, elevated staff well-being, increased engagement, and a safer work environment.