



Deploying Change Management Initiatives in SingHealth

Singapore Healthcare Management 2024



Institute for Patient Safety & Quality

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INTRODUCTION

In August 2021, the Ministry of Health (MOH) introduced the Ensure Safer System (ESS) programme in its 5-year collaborative with Singapore public healthcare institutions and Joint Commission International (JCI). It is a transformational shift of meeting healthcare standards towards high reliability and addresses quality goals beyond accreditation; one that empowers and advocates robust continuous improvement. SingHealth Duke-NUS Institute for Patient Safety and Quality (IPSQ) was appointed as the Cluster Deployment Office (CDO) to facilitate the implementation of the ESS Framework in SingHealth.

Change Management (CM) training is a key component of the ESS Framework, and has the following aims:

- **To develop a formal approach to change management:** There is structure and purpose to the programme and learning the methodology and tools. It is a way of strengthening existing improvement approaches with change management concepts and tools.
- **To be consistently used across all healthcare institutions:** Everyone is trained in the same change management methodology and practices a common set of tools to manage change.
- **To be sustainable:** Build a pool of Change Leaders as CM facilitators to support institutions in managing change, and Master Change Leaders to foster a sense of belonging and further the development of Change Leaders, especially in role-modelling and nurturing of mindsets.

OBJECTIVE

To evaluate the deployment efforts of CM initiatives within SingHealth in building CM capability and a change-embraced culture.

METHODOLOGY

In implementing and evaluating CM training and initiatives, the Logic Model was adopted to review resources, activities, and outputs in achieving the short, medium, and long-term goals, examined in Figure 1.

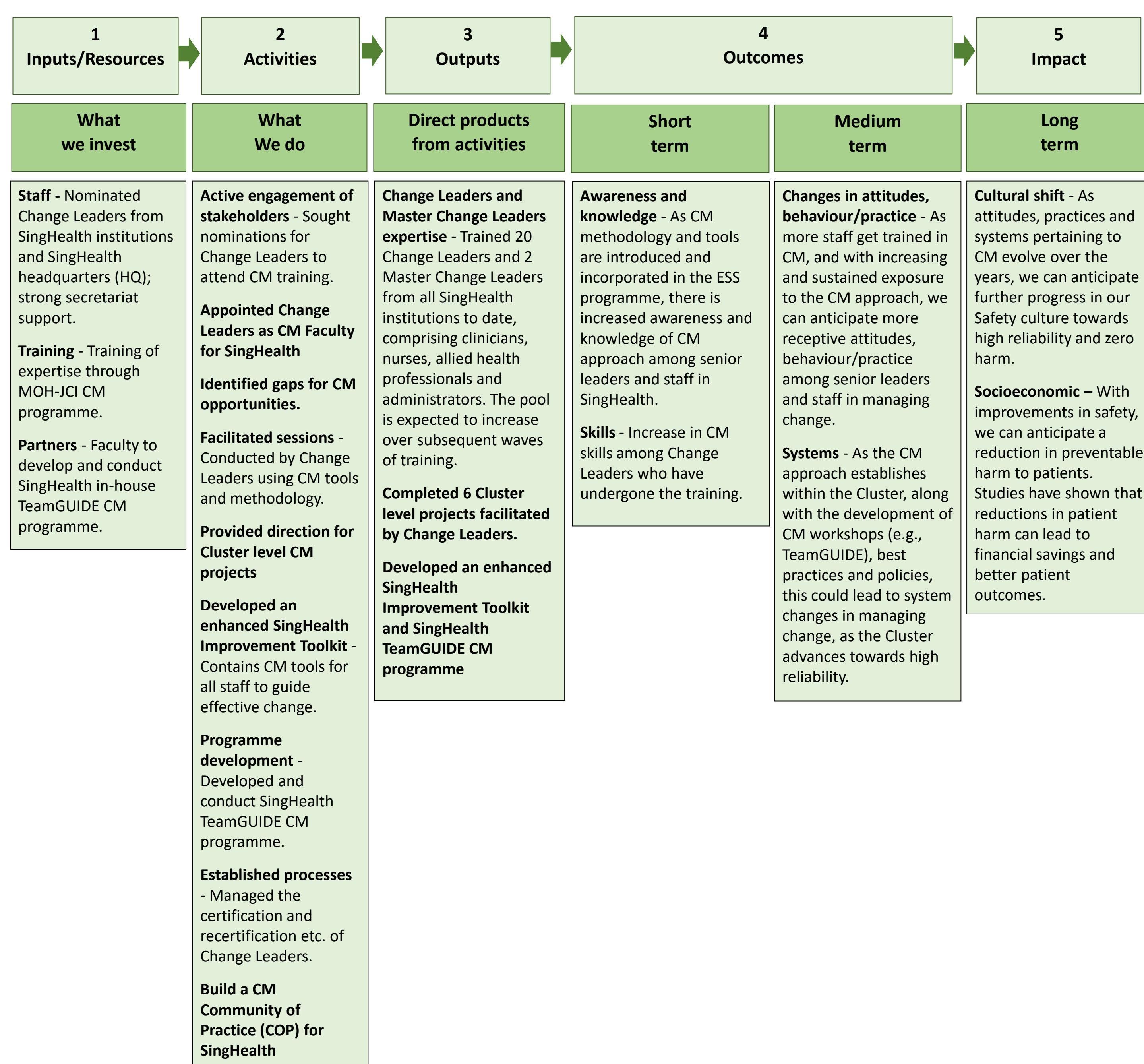


Figure 1: Change Management implementation in SingHealth guided by the Logic Model.

RESULTS

The CM training certification completion rate is currently at 100% for SingHealth, with 20 Change Leaders (CL) and 2 Master Change Leaders (MCL) from various SingHealth institutions, successfully completed the certification training organised by MOH for the clusters. Certified CLs are appointed as SingHealth CM Faculty, further extending their support beyond certification.

The IPSQ “TeamGUIDE: Change Management” series, including a foundation module and toolkit was successfully co-developed with SingHealth CM faculty and improvement facilitators:

- The **foundational module** aims to introduce and prime healthcare staff towards building a change-capable mindset and skills.
- Running alongside the foundational module to equip learners with key change management concepts and practical tools, is a complementary **SingHealth Improvement Toolkit with CM tools**. It serves as a continued resource to support staff in applying relevant CM concepts and tools in their improvement journey to facilitate change and sustain improvements.

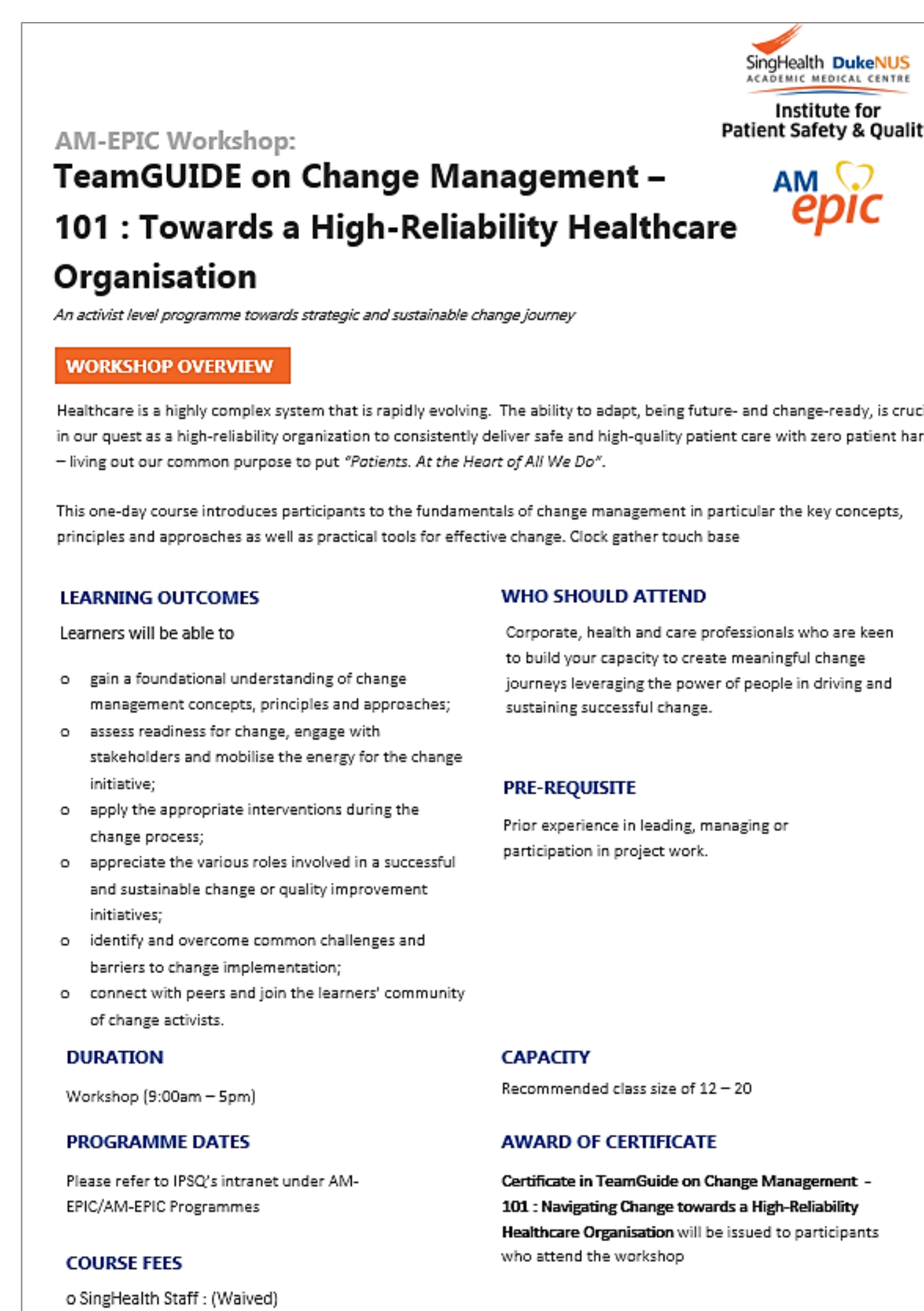


Figure 2: TeamGUIDE foundation module overview.



Figure 3: Enhanced SingHealth Improvement Toolkit with CM tools for all staff.

CONCLUSION

In conclusion, SingHealth's CM journey has begun, showing promising initial outcomes: 100% training completion, appointment of CLs and MCLs as SingHealth CM Faculty, and in-house developed CM training and tools for SingHealth staff.

Our future focus would include further building the pool of CLs and MCLs in SingHealth, as well as establishing a CM Community of Practice for enhanced sustainability and cross-sharing of best practices to improve patient safety and quality towards high-reliability and target zero harm.

ACKNOWLEDGEMENTS

We would like to acknowledge the strong support from MOH, JCI CM mentors, SingHealth institution senior leaders, patient safety and quality domain leads, as well as sponsors from SingHealth Institutions who have contributed assignments to support CLs in their certification journey. Lastly, our pool of MCLs and CLs who have contributed to making this journey purposeful.