



Singapore Healthcare Management 2024

We Want to Hear You! A Step Up in Joy at Work Through Prioritising Staff Engagement

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Special Thanks: Everyone in Pre-Operative & Admitting Services



Problem

With a vast team of PSAs to manage in the department, not every PSA's concern can be adequately addressed sometimes.

Aim



Engaging All & Move as One POAS Team

Background

- Pre-Operative & Admitting Services (POAS) department consist of 3 sections with **>120** Patient Service Associates (PSAs) with varying job scopes spread across **9** locations in SKH campus. (e.g. BMU, ED Counters & backroom, Listing & FC at Medical Centre, Admissions Office, Endoscopy Centre, Surgery on 2/3)
- Given the wide deployment of PSAs across SKH campus, opportunities to get together as a team or even in-depth engagements with PSAs have been sparse.
- Recognising that staff's happiness and involvement is essential to the department's long-term success, rounds of purposeful engagement sessions were initiated. The aim is to get POAS staff engaged as a team.

Methodology

Driver Diagram

Is our PSAs sufficiently engaged currently?

Primary Driver

Existing staff engagements are mainly targeted at executives and above, notably via 1:1 with Managers & Monthly Section Meetings.

Secondary Driver

Limited by time, regular roll-calls by section ICs are unable to delve deep into individual PSA's concern.

Intervention

Engagement Sessions with PSA focusing on Achieving Togetherness!

Engagement Sessions were planned with 3 objectives in mind to:

1. Bring People Together

- HOD initiated the first rounds of small group engagement in May & Nov-23 with PSAs from different teams.
- Branched out to more targeted sectional level engagements in May/June 2024 to maximise engagement level to more PSAs.
- Ice breaker games were introduced to ease tension and help different teams to know one another better, discussions kept light-hearted. PSAs were invited to share on a change they like to see in at the workplace.

2. Communicate Common Purpose

- Through direct engagement sessions, POAS management strive to ensure all staff know how they contribute to POAS's work of coordinating all admissions to SKH.
- Bridging any understanding gap to make PSAs feel worthwhile and related in their line of work.

3. Spread Culture of Continuous Improvement

- POAS management believes in a shared narrative of progress, PSA's constant feedback is pivotal for the team to initiate the necessary changes to achieve optimal patient service and care.
- Ged Rid of Stupid Stuff (GROSS) is an initiative introduced in 2024 within the department to encourage PSAs to always assess relevancy of their workflow with regards to today's context, rooting out inefficiencies to focus on patient-centric matters.



Engagement with PSAs by HOD



GROSS Sharing with PSAs by ED-Ops Section IC

Results

Increased Engagement

- EES 2021 vs 2023
- % "Highly Engaged" improved by 7%-point.
- Participation Rate increased by 15%-point.

Ideas to Actions

9 out of 14 feedback collated from PSAs through continuous engagement last year (2023) has been assessed to be optimal for operations implementation.

5 feedback though not feasible for implementation currently, HOD and section managers have taken the initiative to explain to PSAs the rationale for not proceeding forward.

- Notable project implemented based on PSA feedback:** Robotic Process Automation (RPA) for Doctor's Meal Ordering in Emergency Department

Before: Process used to be very tedious and repetitive, PSA can spend 2 whole days (~14 hours) per week ordering, might miss out orders due to sheer volume. (~350 orders weekly)



After: With technology imbued into our workflow, the entire process will only take up to 2hrs weekly! No more worrying about missed out order!



85% man-hours reduction in meals ordering

0 Missed Meal Orders By RPA Robot since Nov-23

~\$11K Annual Monetary Savings Equivalent

List of Other PSA-Initiated Projects Completed/In Progress (8)

- Empowering PSAs with Direct Communication to Ward Team (Implemented)**
Direct communications platform between ground staff and clinical teams established. Improve job satisfaction with PSAs now receiving appreciation messages from clinical team directly.
- Eliminate Duplicate Signature on FC Forms (Implemented)**
Streamline work process, to allow staff to focus on work of higher value.
- Notice/Directional Signages at Endoscopy Centre (Implemented)**
Improve patient wayfinding within Endoscopy centre and navigation to medical facilities near Endoscopy centre.
- Notice Signages at Admission Office/Surgery On 2 (Implemented)**
Reduce number of incorrect registration by patients who is visiting the shared location between POAS & SNEC for SNEC-related services.
- One-Day Work Exchange Program (In Progress)**
Facilitate better understanding of each section's overlapping workflows for the PSAs.
- Hotline Redirection (In Progress)**
Automatic voice recording to redirect patients to the right stakeholder for queries.
- PSA Weekend Shift Reconfiguration (In Progress)**
Optimise operational efficiency by reallocating PSA's shift hours during weekends with low patient load.

Moving Forward

Recognising that staff's happiness and involvement is essential to the department's long-term success. POAS will continue to drive continuous engagement; addressing staff's concern/feedback, helping to ease their adjustments to upcoming big organisational changes (e.g. Epic) and most importantly make joy a priority at work.