



Singapore Healthcare Management 2024

Getting it RIGHT for Doctors' Onboarding, from Day 1



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1. Introduction

1.1. Prior to 2023, the necessary HR, administrative and IT infrastructure was often not ready for doctors on their 1st day of work at NTFGH, resulting in

- **Doctors not being able to start work promptly**, which caused delays in patient care.
- Frustration for all departments involved in trying to rectify the issues at every junior doctors' changeover (MOPEX/HOPEX).

1.2. This project used the concept of **Rapid Improvement Event (RIE)** which gathers all the stakeholders to identify and resolve the issues together.

2. Methodology

2.1. This project was **initiated by CMB**. Stakeholders from all the relevant departments were **engaged** to tackle the issues -



- HR¹
- IT²
- Operations³
- Junior Doctor Welfare Committee⁷
- Department Admin⁴
- Communications⁵
- Medical Informatics⁶



Diagrams 1 & 2: Stakeholders gathered at a RIE

2.2. RIEs, facilitated by in-house Lean 6-Sigma specialists, were conducted. The necessary HR, administrative and IT infrastructure required for smooth doctor onboarding were listed. Related **process steps & process owners** were discussed, **agreed upon, documented, & implemented**.



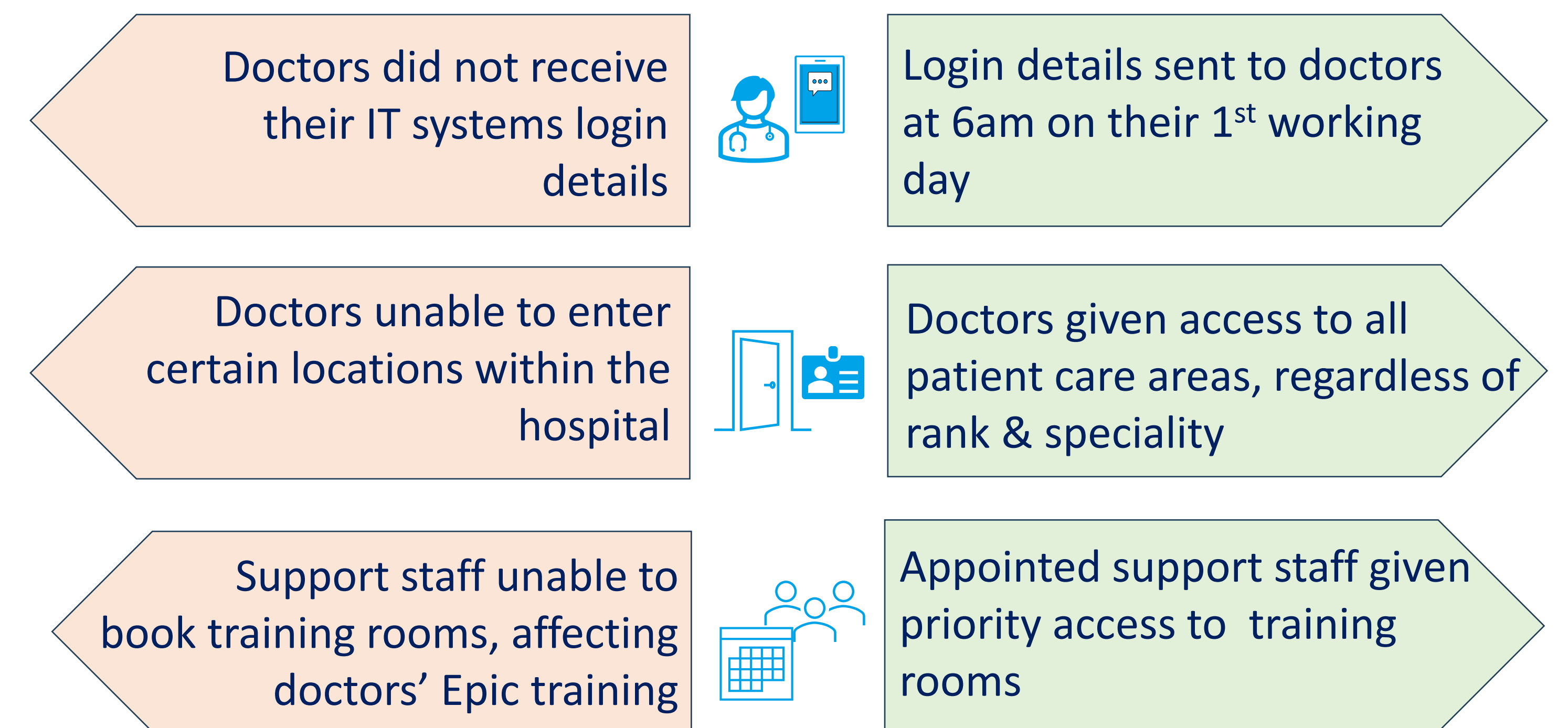
Diagram 3: A working copy of our process map

2.3. Issues faced by doctors & support staff were also surfaced & assigned to the various departments for resolutions. Many **follow-up meetings were conducted to discuss & resolve the issues**. E.g. Our cluster's & in-house IT teams met up with department admin staff to understand the details of issues they encounter when applying for IT systems accesses on behalf of the doctors.

2.4. These process changes were **actively monitored** for a year to ensure smooth operations before being **handed back** to the Medical HR team as a business-as-usual (BAU) process.

3. Results

3.1. **Issues faced by doctors & support staff were resolved**. Key ones being -



3.2. **IT has set up a fast response helpdesk** for MOPEX/HOPEX to troubleshoot system issues faced by onboarding doctors. Response time was reduced from 1 day to just 30 minutes.

3.3. **Process maps documenting process steps & clarifying ownerships were drawn up** and shared. Doctors & their support staff are now aware of all the steps involved, & who is the person-in-charge when they encounter any issues.

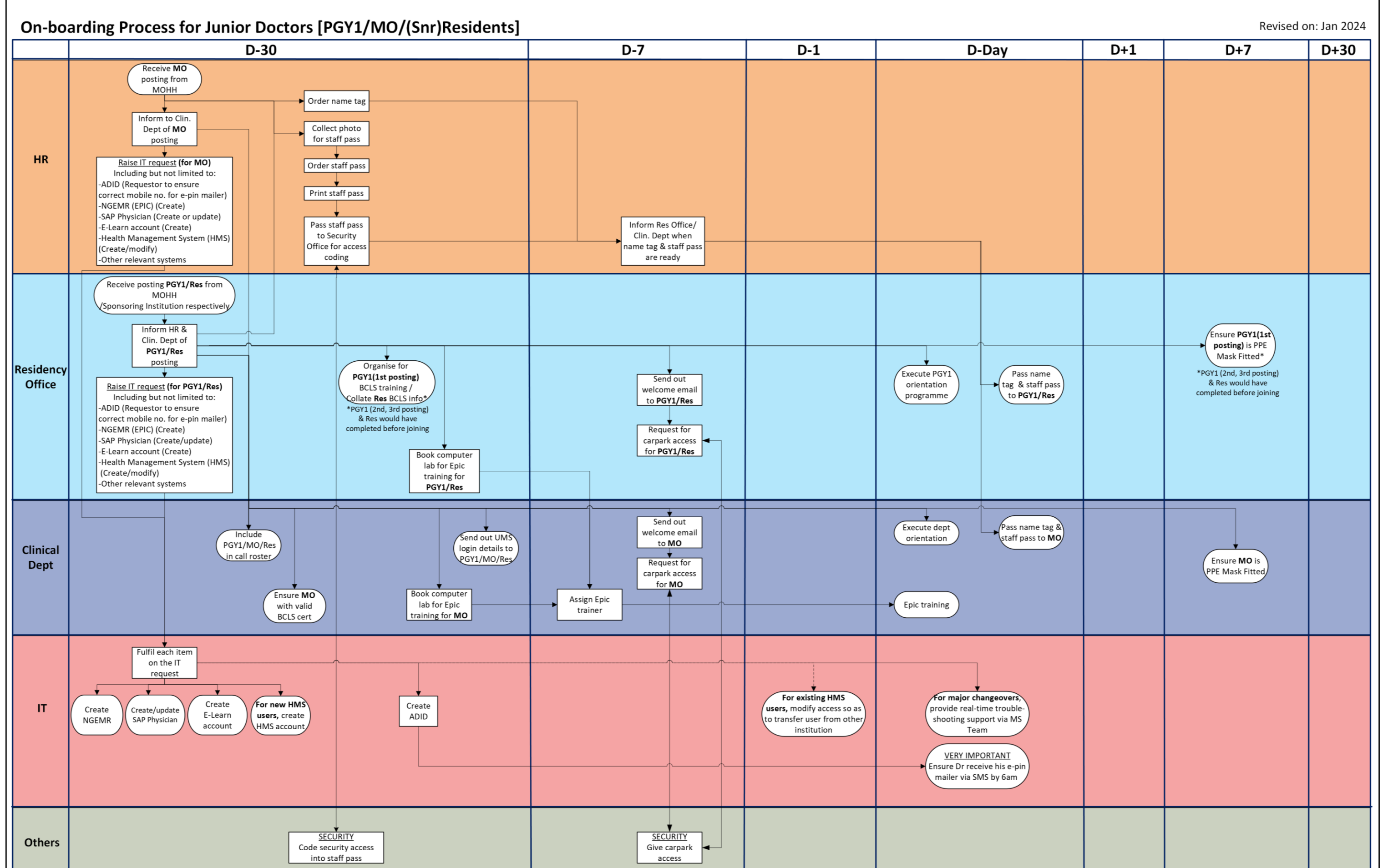


Diagram 4: A finalised process map

4. Conclusion

4.1. Using **Lean methodology**, processes were mapped out and optimized to ensure the smooth onboarding of our doctors.

4.2 This has **reduced frustration** on the ground, & **increased stakeholder satisfaction**. Stakeholders have provided feedback that MOPEX/HOPEX are a lot smoother these days.

4.3 We have gotten it right for doctors' onboarding, right from Day 1.