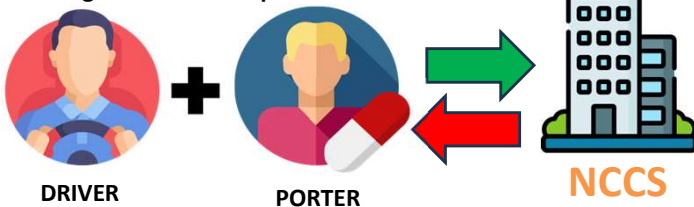


Small Change, Big Impact

Introduction

Due to the recent operationalization of the new National Cancer Centre Singapore (NCCS), requests were received from NCCS for delivery of medication. However, these requests required the use of drivers to perform medication collection and delivery tasks, which they were not trained in. The requests also came in sporadically, going as high as 10 requests per day. This presented two sets of problems:

1. Wastage in Use of Manpower



As drivers were not trained to collect and deliver medication, the drivers must drive an assigned porter to perform the task, giving rise to manpower wastage.

2. Inefficiencies in Use of Vehicle



Often it was found that the porter had to be driven back to NCCS again just after one medication delivery was done as new requests were made. Each delivery takes roughly 60 mins, which would have taken about 300 mins for 10 cases.

Data on number and time of requests from NCCS was collected over a 2-month period, from March to April 2023, to gain an in-depth understanding of NCCS's operational needs against the manpower available to perform these tasks.

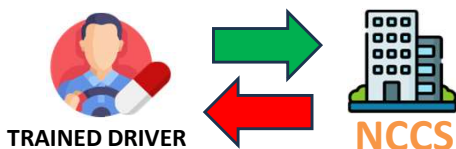
Aim

To ensure operational resiliency in portering of medication from NCCS to SGH and OCH by putting in place a system to ensure seamless portering of pharmacy items, especially during peak periods and urgent requests.

Methodology

1100hrs

1500hrs



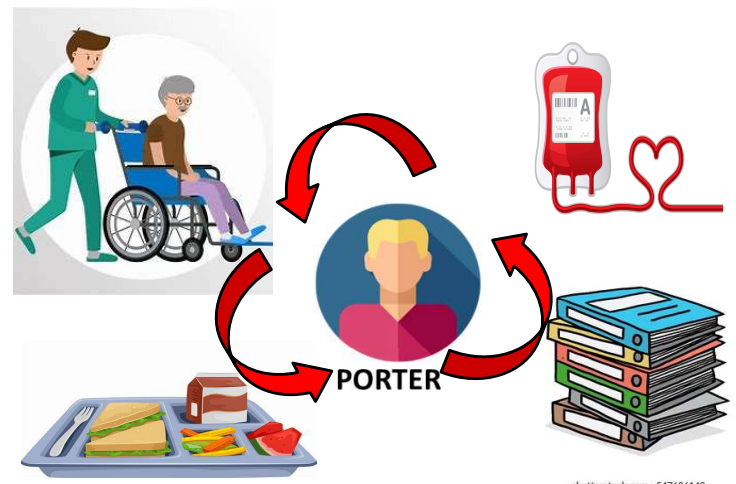
A new workflow was established to consolidate all collection requests to two timings daily: 1100hrs and 1500hrs. Training was also conducted to ensure drivers can perform the medication collection tasks so that porters could be freed to perform other tasks in Campus.

Results

The new workflow reduced the number of trips required to twice a day, essentially only allocating 60 mins for all medication requests from NCCS.

Table 1: Average No. of ASPD Improvement Results

Time Period	1 to 8 March 2023	10 March to 28 April 2023	Improvement in Result %
Ave. No. of Assigned Staff Per Day (ASPD)	6	2	66.67%



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Upon reducing the number of assigned staff from 6 to 2 per day, the 4 staff freed up is able to help complete other portering jobs with higher priority and urgency, such as patient transfers and medication delivery.

Table 2: Average No. of VTPD Improvement Results

Implementation - 10 March 2023	1 to 8 March 2023	10 March to 28 April 2023	Improvement in Result %
Ave. No. of Van Trip Per Day (VTPD)	3	2	33.33%

Reducing the no. of van trips from ave. of 3 to 2 trips per day may save time & money for the company. Saved van trips may utilize for other van driver tasks such as sending or fetching blood bank staff to HSA building.



Conclusion

By observing the timing and number of requests from NCCS, the solution to consolidate collection to two timings was able to help the team reduce time and resource inefficiencies. This has resulted in better allocation of resources and increase in operational productivity.