

BACKGROUND

High bed occupancy in CGH has generated challenges for the Emergency Department (ED) in managing inpatients lodging within our premises over long durations, in particular Transit Place (TP), which was a holding area for inpatients to receive treatment by inpatient doctors with the help of ED nurses.

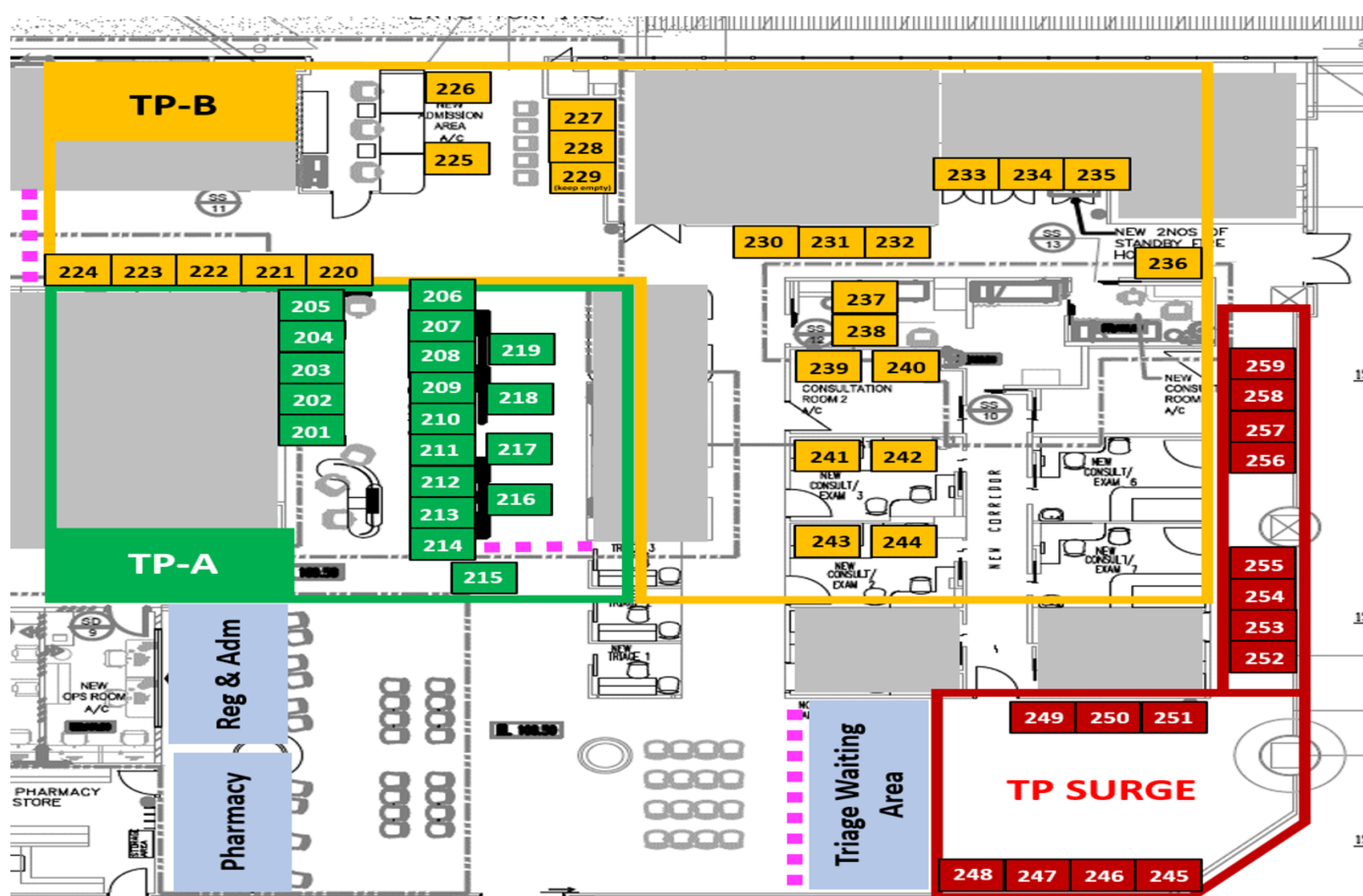
TP currently houses 30 to 60 inpatients daily, with a relatively high turnover of patients. Considering the shortage of nurses and constantly high patient load, ED PSAs have been roped in to take on selected administrative tasks to support and lighten the load for our nurses.

METHODOLOGY

1. Selected administrative tasks of TP nurses were decoupled and assigned to PSAs.
2. Carried out trials and collected feedback daily to refine PSA responsibilities and workflows.
3. PSAs were taught Basic Patient Care techniques by CGH Nursing Educators on how to help a patient move from a wheelchair to recliner, and vice versa.



4. Ordering of meals at TP has been streamlined and gone paperless – the menu was redesigned in collaboration with Food Services for simplification and standardisation.
5. Seating and numbering arrangements, as well as using colours to enhance wayfinding, have been devised to overcome the challenge in locating patients owing to high movement in TP.



6. Collaboration with Patient Experience Managers has been put in place to help attend to the non-clinical feedback from patients and their NOK.

IMPLEMENTATION & RESULTS

Before Implementation	After Implementation (Results)
ED nurses were managing inpatient lodgers on their own at TP	PSAs and nurses have been working closely to care for our inpatients at TP, with enhanced collaboration with ED Nursing team
ED nurses had to manage both clinical and administrative roles at TP, including fielding questions from staff, patients and NOKs, often feeling overwhelmed	Nurses can focus on clinical roles with the help of PSAs taking over selected administrative matters
Many existing workflows were manual and paper-based, and it was also difficult for nurses to follow up with various stakeholders on their needs	Established proper segregation of roles and improved communication with stakeholders beyond our ED, e.g. Food Services, Housekeeping and Porters
Seats and trolleys were not systemically arranged, which also made it hard for clinical teams coming to the ED to locate their cases	Orderly arrangement of seats allows patients to be assigned and located efficiently by the care team.

CONCLUSION

As one of the busiest EDs in Singapore, CGH ED constantly do our best to improve the experience and environment for our patients and staff. While space and system limitations will always be perennial issues, the transformation of ED PSA's role has greatly mitigated the impact of the nursing manpower crisis.

