



Evolution of Roles: Embracing New Challenges

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Pan Yongyu
Lim Kiat Wee
Rachel Teo Rui Ching
Eezzi Chou Oi Lee
Ng Hong Yen
Chiang Chia Shin
Division of Pharmacy, SGH



Singapore
General Hospital
SingHealth

BACKGROUND

Traditionally, the Executives at SGH Block 4 Level 1 Pharmacy were responsible for overseeing the performance of the retail business, developing sales strategies, conducting market analysis, and ensuring Key Performance Indicators (KPIs) were met. Due to organisational re-strategising, the retail business was taken over by SingHealth Headquarter - Pharmacare from November 2021 onwards. Additionally, SGH Division of Pharmacy recognised the need for a restructuring exercise to optimise resources and right-site non-clinical activities of Pharmacists (P'cists) and Pharmacy Technicians (PTs) to address manpower constraints. Therefore, an opportunity was identified for Executives to assume new roles and responsibilities within the Division.

AIM

To initiate a job redesign exercise that transitions Executives' to new and expanded tasks and responsibilities, aiming to empower them with greater autonomy while ensuring their new roles align with the strategic direction and aspirations of both SGH and Pharmacy.

METHODOLOGY

Job Enlargement and **Job Enrichment** were the 2 approaches adopted in this job redesign exercise. Job enlargement expands the job scope by allowing Executives to assume more roles, while job enrichment aims to elevate job roles by entrusting more challenging and rewarding tasks, thereby emphasising vertical growth and development. On-the-job training, coaching from supervisors and attending relevant courses were the development approaches in place to help Executives transition smoothly into their new roles since 2021. Progress and achievements were evaluated during regular meetings, interim reviews, and performance appraisals.

RESULTS

Traditional roles performed by Executives in retail business domains

- Retail Sales Strategy**
Formulate strategies to drive retail sales growth
- Market Analysis**
Survey the business landscape
- KPI Tracking**
Monitor sales performance metrics and implement necessary actions

Redesigned roles performed by Executives in pharmacy domains

- Administrative Support* & Strategic Planning**
E.g. Generate reports with data analysis, approve overtime (OT) claims
- Pharmacy Operation (Non-Clinical)***
E.g. Manage SGH@Home and retail items supplies
- Innovation & Quality Improvement**
E.g. Participate in Quality Improvement projects, Digitalise retail order form
- Project & Workgroup Participation**
E.g. Participate in various pharmacy projects and workgroups

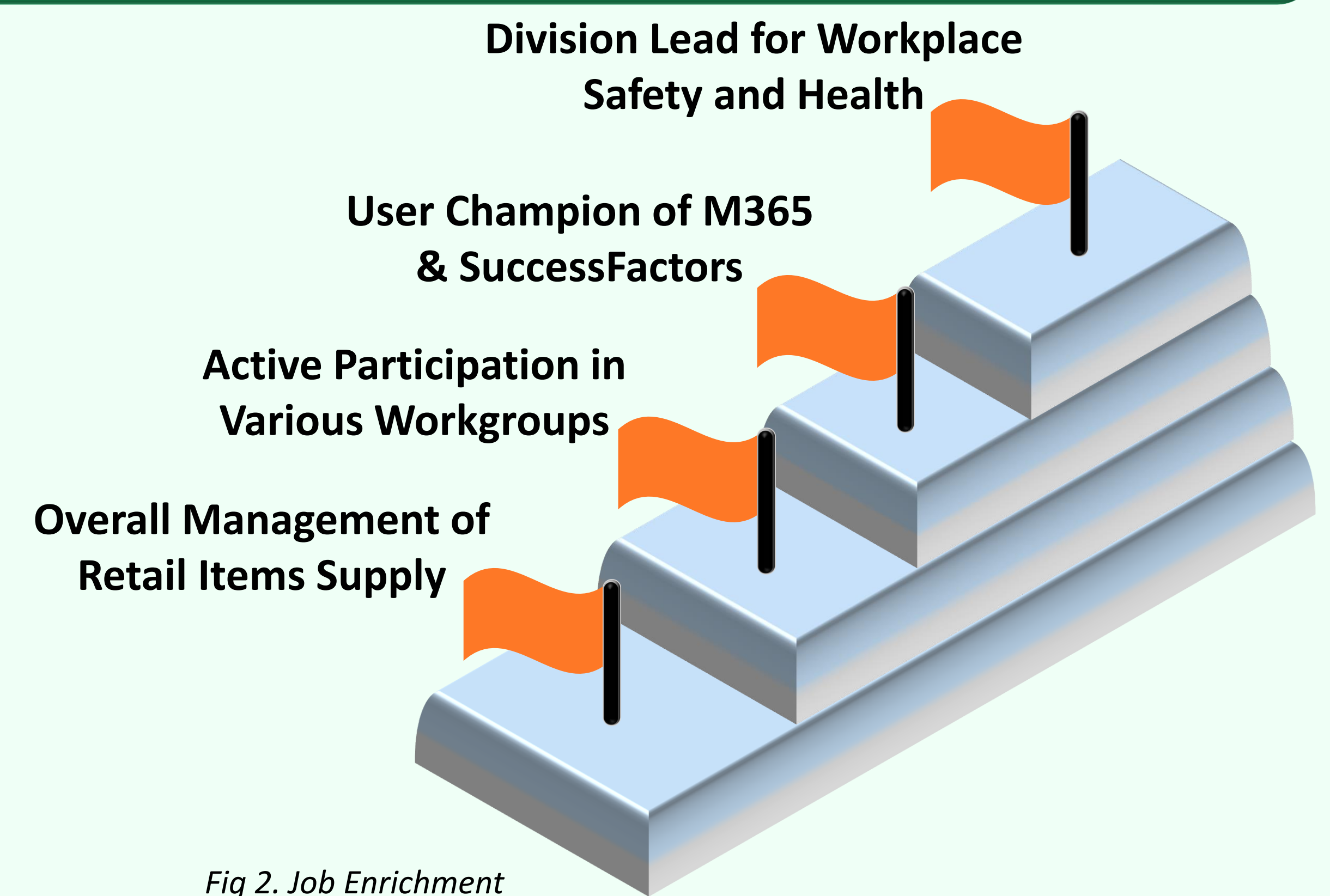


Fig 1. Job Enlargement (Traditional roles vs Redesigned roles)
*Previously helmed by P'cists/PTs

Fig 2. Job Enrichment
(Key milestones achieved)

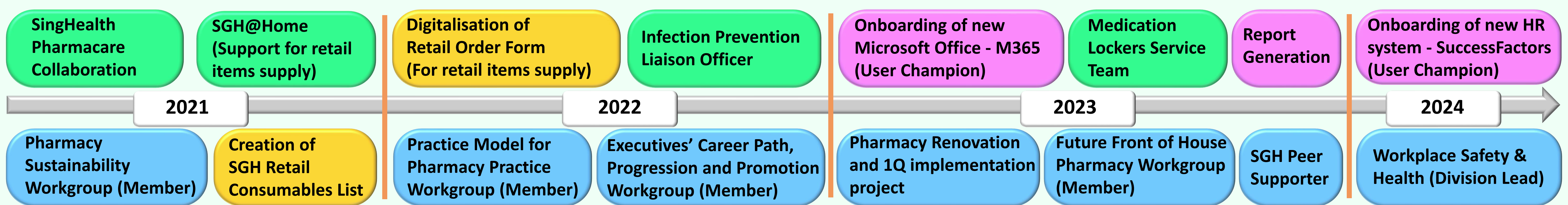


Fig 3. Timeline of key tasks in each domain (The colours are coded in accordance with the redesigned roles performed in the pharmacy domains as illustrated in Fig.1)

Tangible Outcomes

Savings achieved after non-clinical activities were right-sited to Executives:
Time saved for P'cists = 1149.75 hours = 0.53 FTE
Annual cost savings for Pharmacy = \$10,169.47*
*Cost saving was calculated using QI Savings Calculator (P'cists vs Execs)

SingHealth Employee Engagement Survey 2023 (EES) Results:
Overall improvement in all 19 categories from 2021. The top 5 categories showing the most improvement are 'Working Relationships', 'Management', 'Communication', 'Quality Focus' and 'Mental Well-being'.

Overall, I am satisfied with my working relationship with the Pharmacy Executives. **4.72**

I am able to achieve positive outcome through the collaboration with the Pharmacy Executives. **4.59**

I am able to build a positive rapport with the Pharmacy Executives. **4.52**

Number of respondents = 30

Good and friendly. Great team!

“Well done!! Your relentless dedication and adventurous spirit in expanding your job scopes have not only advanced your careers but also brought about remarkable positive outcomes. Your hard work and innovative approach serve as an inspiring example and excellency in your area.”
~Pharmacy Practice Manager | Division of Pharmacy

“They are very accommodating and very easy to work with. Yong yu is awesome.”
~ Project Manager | Facilities Department

“Yong Yu, Rachel, Eezzi, Benny (cannot remember names of some) were very instantaneous in help. Thank you!”
~ Nurse Clinician | Speciality Nursing

“Thanks for the given supports together achieve excellent patients experience.”
~Executive | SingHealth Pharmacare

“They are professionals on their Job innovations & performances”
~Senior Associate Executive | Security

“Overall I have a good working experience with Pharmacy Executives”
~Manager | Workplace Safety & Health

“Yong yu has been resourceful and responsive especially towards eROF project. The successful of the project not only lead to patient receive right item every time, it also save nurses time while browsing through the E retail form”
~Senior Nurse Manager | Department of Nursing Administration

“Overall I have a good working experience with Pharmacy Executives”
~Manager | Workplace Safety & Health

Hope to collaborate again

Fig 4. Stakeholders/Collaborators Satisfactory Survey Results
(Nursing, Allied Health Professionals, Ancillary (Facilities Management & Engineering, Facilities Development, Security), Synapse, Supervisors, P'cists, PTs)

“Despite the initial hurdles and uncertainty, I believe this job redesign exercise has set us on a path for a greater contribution and job satisfaction in the pharmacy!”
~Rachel Teo | Assistant Manager

“The job redesign exercise is a great opportunity for us to discover our individual's uniqueness. This is also part of my journey to continuously improve myself in various skill set. Grateful for the experience I have gained in the past years in SGH Pharmacy!”
~Eezzi Chou | Senior Executive

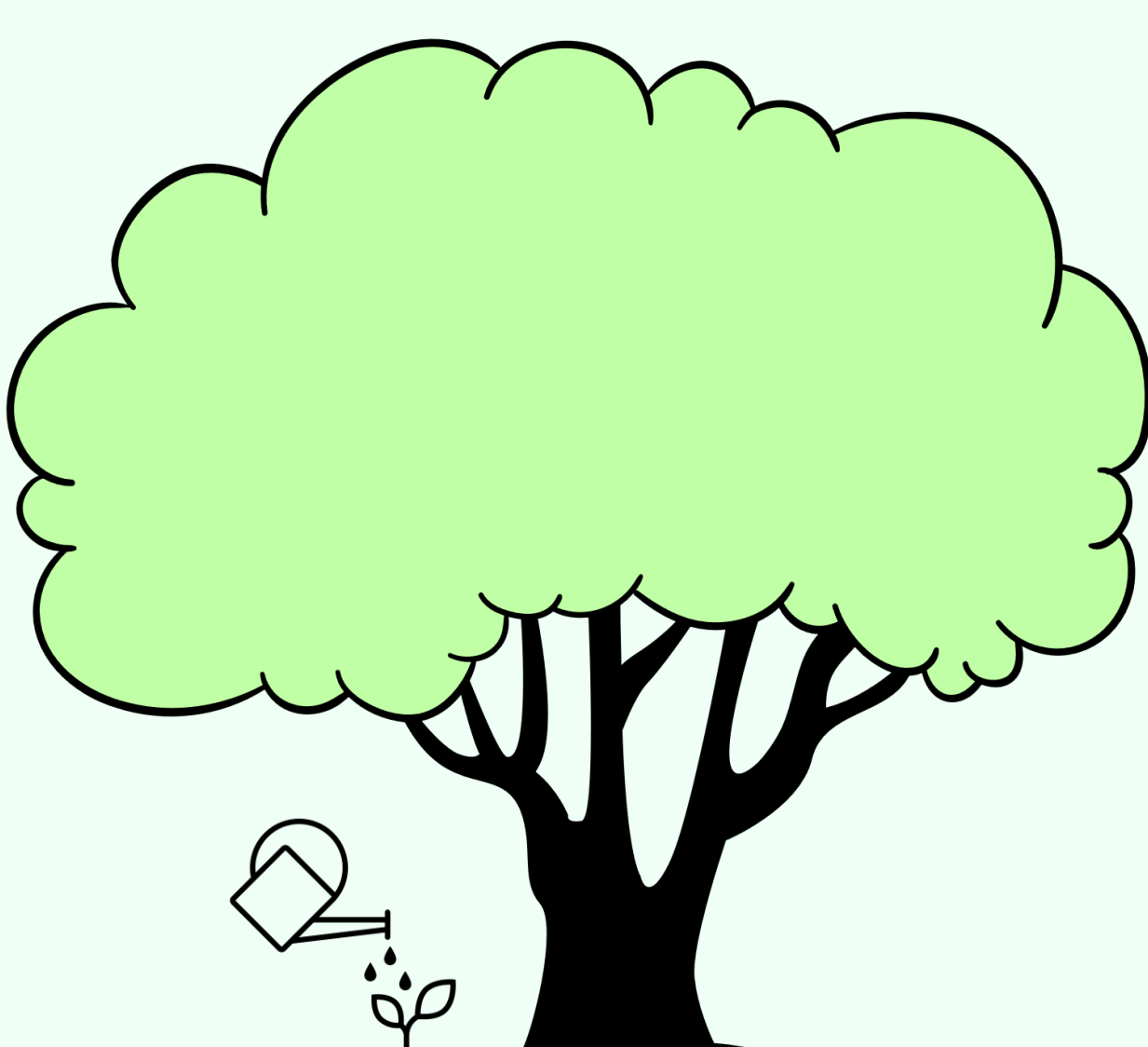


Fig 5. Verbatim from Executives

“This transformation journey has been nothing but a fulfilling one. Constant guidance and unwavering support from supervisor and peers had made this journey much easier and enjoyable! Fortunate to be part of the team!”
~Pan Yongyu | Executive

CONCLUSION

The implementation of this job redesign exercise has successfully transitioned Executives to their new roles and right-sited the tasks of P'cists and PTs. The redesigned roles have enhanced job satisfaction, strengthened engagement, and created a strong sense of accomplishment amongst the Executives. Moving forward, the division will continue to explore additional job redesign approaches to further empower the Executives, aligning them with the strategic direction and aspirations of both the organisation and the division.

Acknowledgment: We would like to extend our appreciation to Nursing, Allied Health Professionals, Ancillary (Facilities Management & Engineering, Facilities Development, Security), Synapse, Pharmacy Supervisors, P'cists and PTs for their support.