



Singapore Healthcare Management 2024

I am a Caregiver

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ST. ANDREW'S COMMUNITY HOSPITAL

Introduction/Background

- St. Andrew's Community Hospital (SACH) is a service under the St. Andrew's Mission Hospital group. In addition to inpatient rehabilitation, subacute and palliative care, SACH also operates home care and home palliative care; centre-based day and rehabilitative care; and outpatient and migrant worker clinics.
- In 2022, SACH embarked on a Design Thinking project designing the "Wards of Our Future" under one of the three strategic thrusts, i.e. To be a Community Provider of Choice to improve the care model for our patients and their next-of-kin and caregivers.
- It was noted that caregivers were not purposefully engaged.

Goal/Objective

- To achieve the following objectives by the end of Dec 2023:
 - Encourage **at least 20%** of our admissions to have **registered caregivers** (Rehabilitation Wards 4 - 10)
 - Enable early CGT and hence reduce Average Length of Stay (ALOS) < **28 days** (Typical ALOS at Community Hospital = 28 days)

Problem Analysis

- A multidisciplinary team of 45 members consisting of doctors, nurses, allied health professionals, administrators and fresh eyes from CGH collaborated during a 3-day **Human-centred Design Thinking** workshop in 2022 to review the patient journeys through shadowing and interviewing. A total of 12 patients and their caregivers were interviewed/ shadowed during the inpatient stay.
- Jobs to be Done (JTBD) was identified to improve care and service journey for our patients and family members.

Jobs to be Done – End-to-end Inpatient Journey

- I want to be cared for by a competent team to feel safe and trusted.
- I need professional advice & support for medical and care discussion.

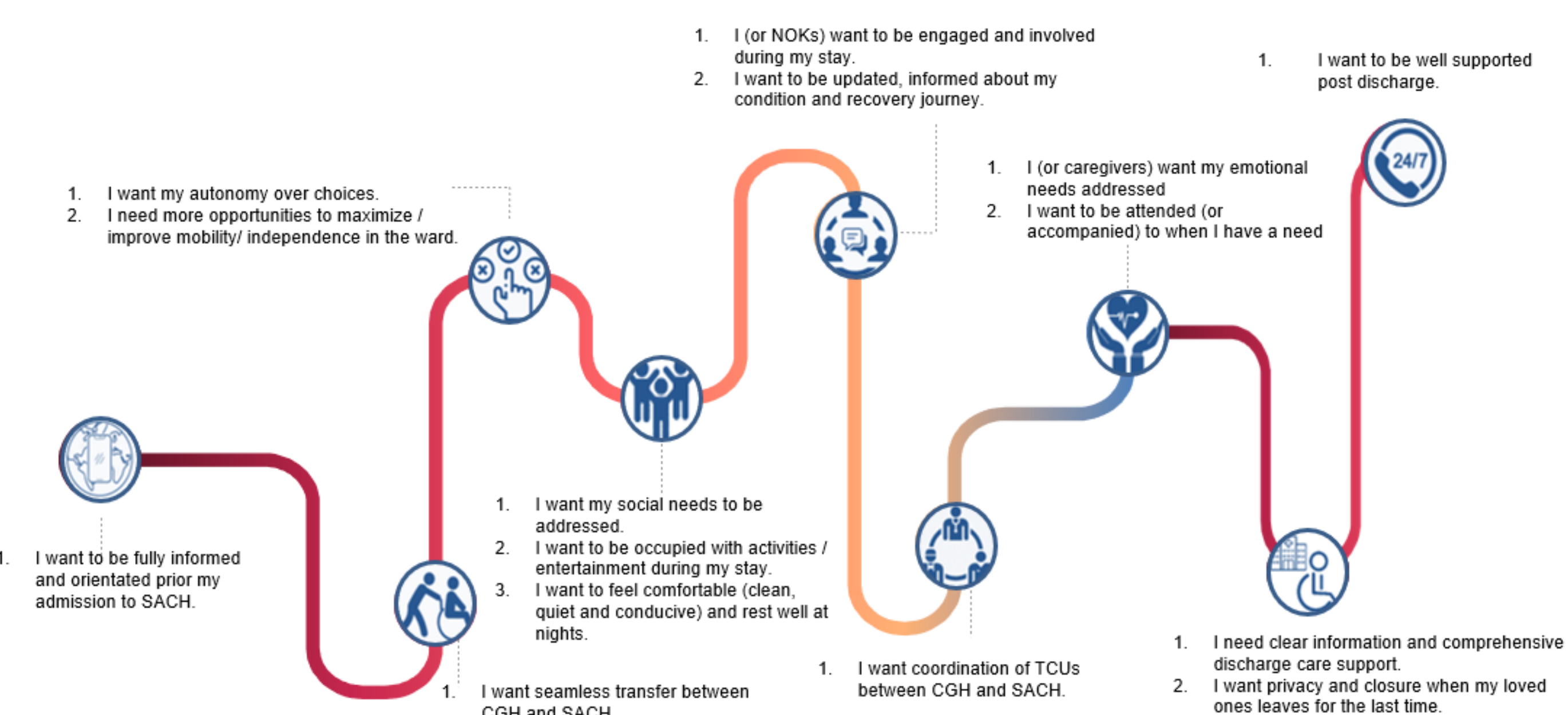


Figure 1. Jobs to be done identified during the workshop from pre-admission to post discharge

- There are 20 workstreams formed to a deep dive into understanding the unmet needs and attempted to address the identified JTBD. One of the workstreams led the efforts in implementing the proposed ideas for the following JTBD:

"I (Next-of-Kin (NOK)/ Caregiver) want to be engaged and involved during the inpatient stay."

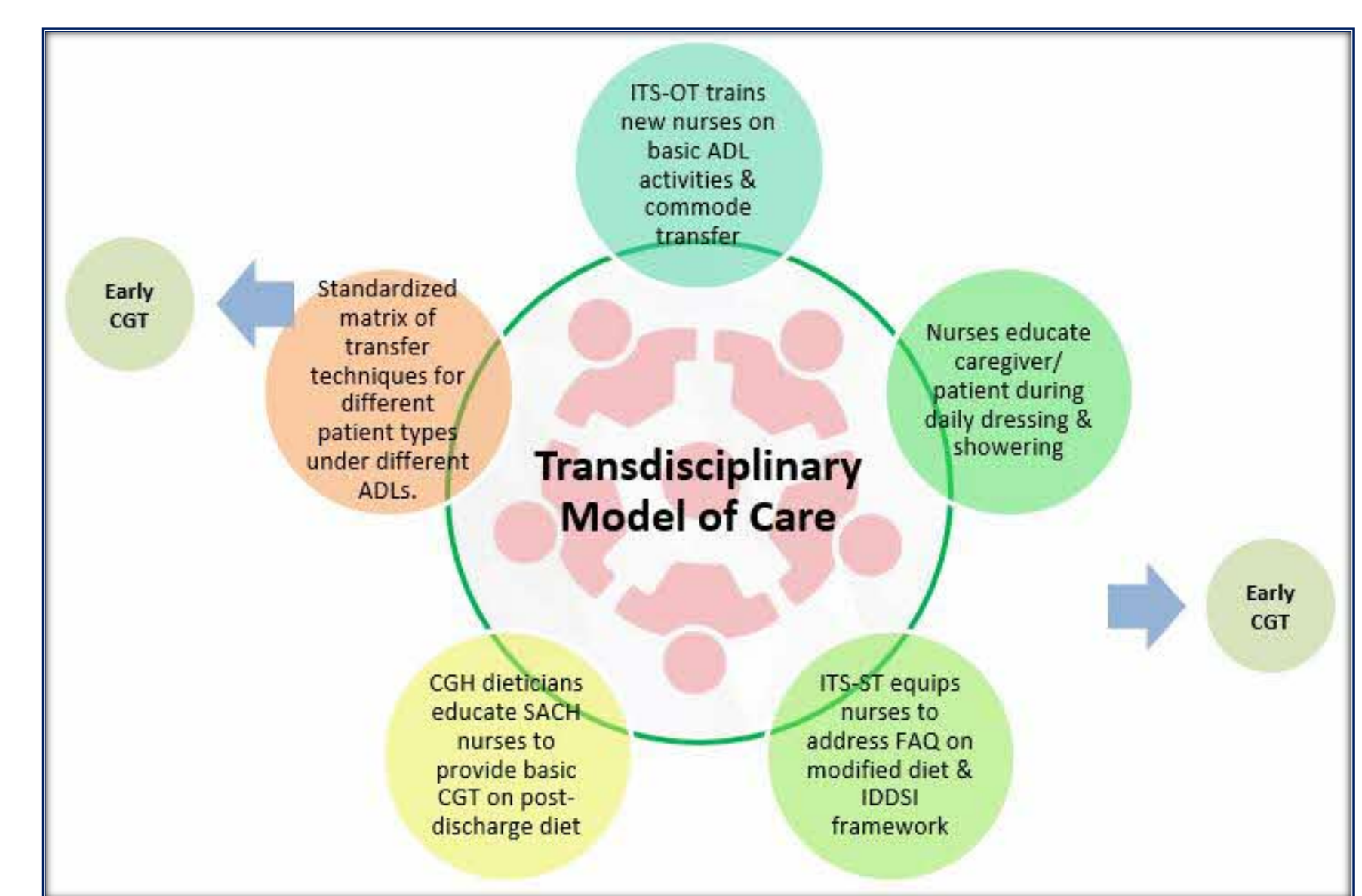
Implementation Plan

- With effect from July 2023, visiting hours for **registered caregivers** are extended from **8:30am to 8:30pm** (previous visiting hours were from 12pm to 2pm and 6pm to 8pm).
- The **registered caregivers will receive guidance and support** from our healthcare professionals when carrying out their caregiving duties in the hospital.
- With this new initiative, **early Caregiver Training (CGT)** can be conducted as soon as the patient's condition allows. The project team also reviewed CGT to be more **collaborative and transdisciplinary**.



Figure 2. Caregiver in-training batch for registered caregivers

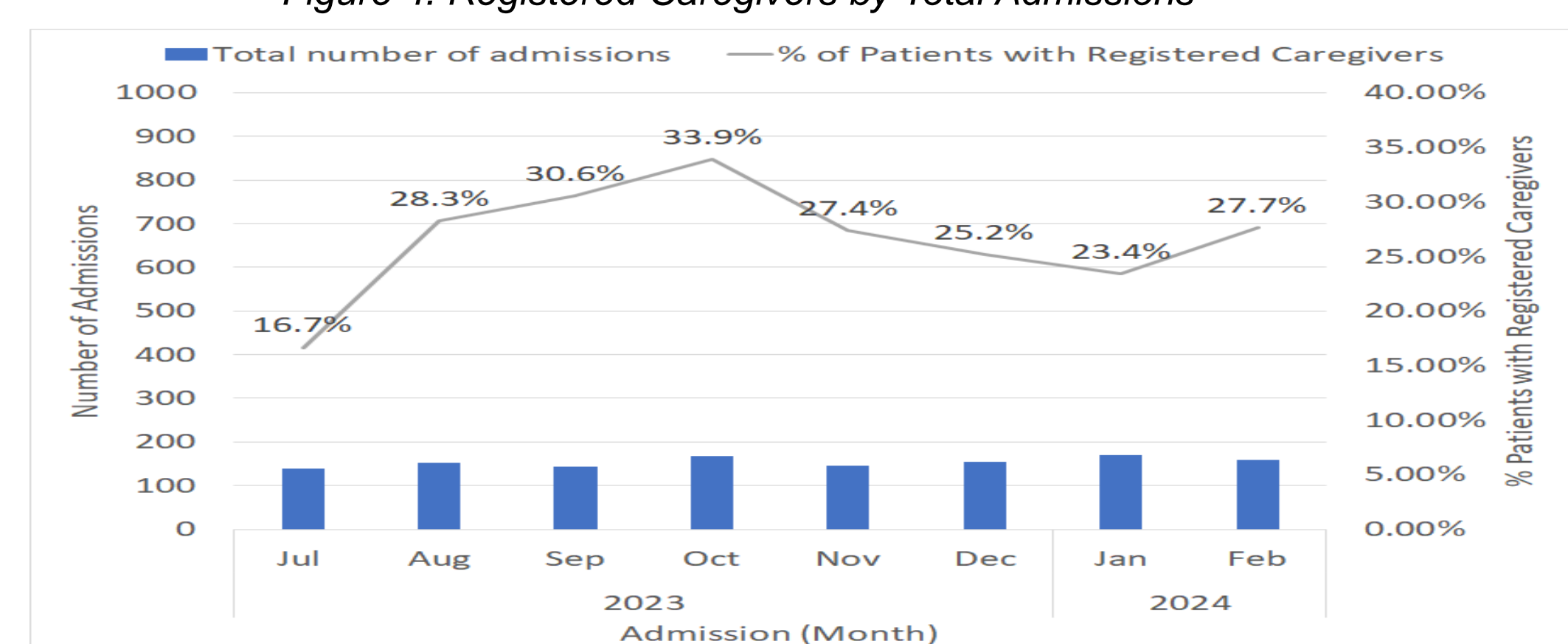
Figure 3. Transdisciplinary Caregiver Training



Benefits/Results

- From zero before this initiative, **27% of the rehabilitation patients admitted had a registered caregiver** between July 2023 and Feb 2024, Earlier transdisciplinary CGT can be conducted. The **ALOS was 22 days, 76% with LOS <= 28 days for this group of patients with registered caregivers** (n = 67) versus 29 days for those with no caregivers.

Figure 4. Registered Caregivers by Total Admissions



- With registered caregivers at the bed sides, **the number of fall incidents occurring between 8am and 8pm reduced by 20%.**

Before interventions (Jan – Jun 23) = 19 falls
Bed Days = 42044
Fall rate = $19/42044 \times 1000 = 0.45$

After interventions (Jul – Dec 23) = 16 falls
Bed Days = 45005
Fall rate = $16/45005 \times 1000 = 0.36$

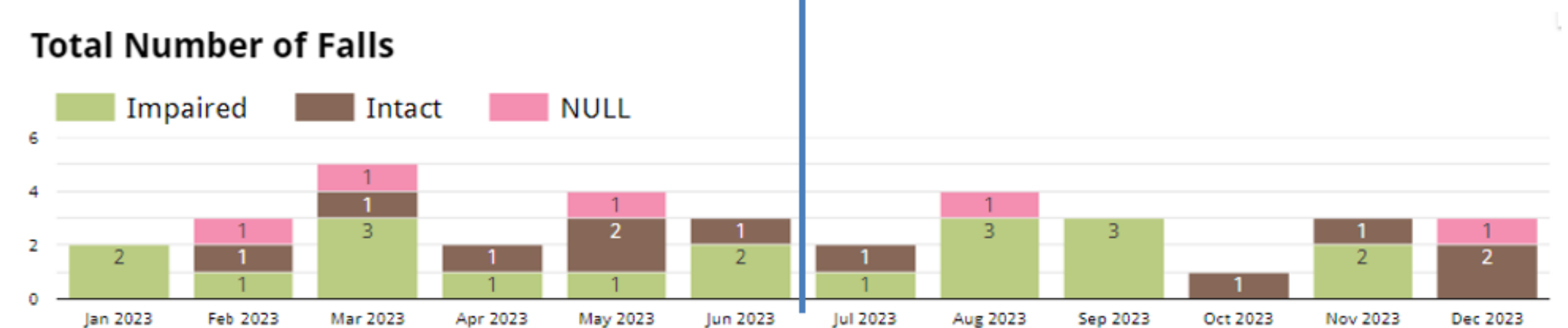


Figure 5. Inpatient fall Incidents between 8am and 8pm

Sustainability & Reflections

- Mindset shift of staff with improved perception towards visitors being engaged as caregivers in patient care. Verbatim captured **after** implementing the new initiative:

Caregivers will be a good partner in overseeing a patient at bedside as she can immediately attend to patient's needs.

Empowered caregivers, so that increase confidence of caregiver in taking care of patient.

Patient will be more comfortable when the caregivers are around.

- With the extended visiting hours and active engagement of caregivers in patient care, **feedback received about visitation reduced by 67% and staff abuse cases by patients/ NOKs reduced by 48%.**