

Project Title

Holistic Leave Taking System Addressing Priority leave needs of Optometry Staff

Project Lead and Members

Project Lead: Jason Kwan Chi Keong

Project Members: Janice Lim Chia Choon, Fifiana Tan Yun Fei

Organisation(s) Involved

Ng Teng Fong General Hospital

Healthcare Family Group Involved in this Project

Allied Health

Applicable Specialty or Discipline

Optometry

Project Period

Start date: 2022

Completed date: 2023

Aims

To establish a holistic leave taking system for optometry department that:

1. Fulfills staff leave taking need
2. Minimizes potential friction among staff during leave taking process

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

It is crucial to gather and analyze feedback when challenges emerge. This offers an avenue for continuous enhancement of the leave taking system, ensuring it meets staff leave requirements while fostering positive working relationship.

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Operation Management, Resource Allocation

Keywords

Leave, Application, Schedule, Planned Leave

Name and Email of Project Contact Person(s)

Name: Jason Kwan Chi Keong

Email: chi_keong_kwan@nuhs.edu.sg

HOLISTIC LEAVE TAKING SYSTEM ADDRESSING PRIORITY LEAVE NEEDS OF OPTOMETRY STAFF

- SAFETY
- QUALITY
- PATIENT EXPERIENCE

- PRODUCTIVITY
- COST

MEMBERS:

JANICE LIM CHIA CHOON, FIFIANA TAN YUN FEI, JASON KWAN CHI KEONG

Define Problem, Set Aim

Problem/Opportunity for Improvement

It is always a challenge for staff to take leave without clashing. The leave clashing situation in Optometry Department was aggravated by travel restrictions during COVID from 2020 to early 2022. This led to a significant carryover of unutilized leaves, straining staff relationships. As leave taking in the department is a dynamic process, without the support of a commonly agreed framework, using discussion method to resolve clashes does not always lead to desirable outcomes. To facilitate this process, the department look into the possibility of having a new leave system that can meet staff leave taking need while maintain fostering positive relationship.

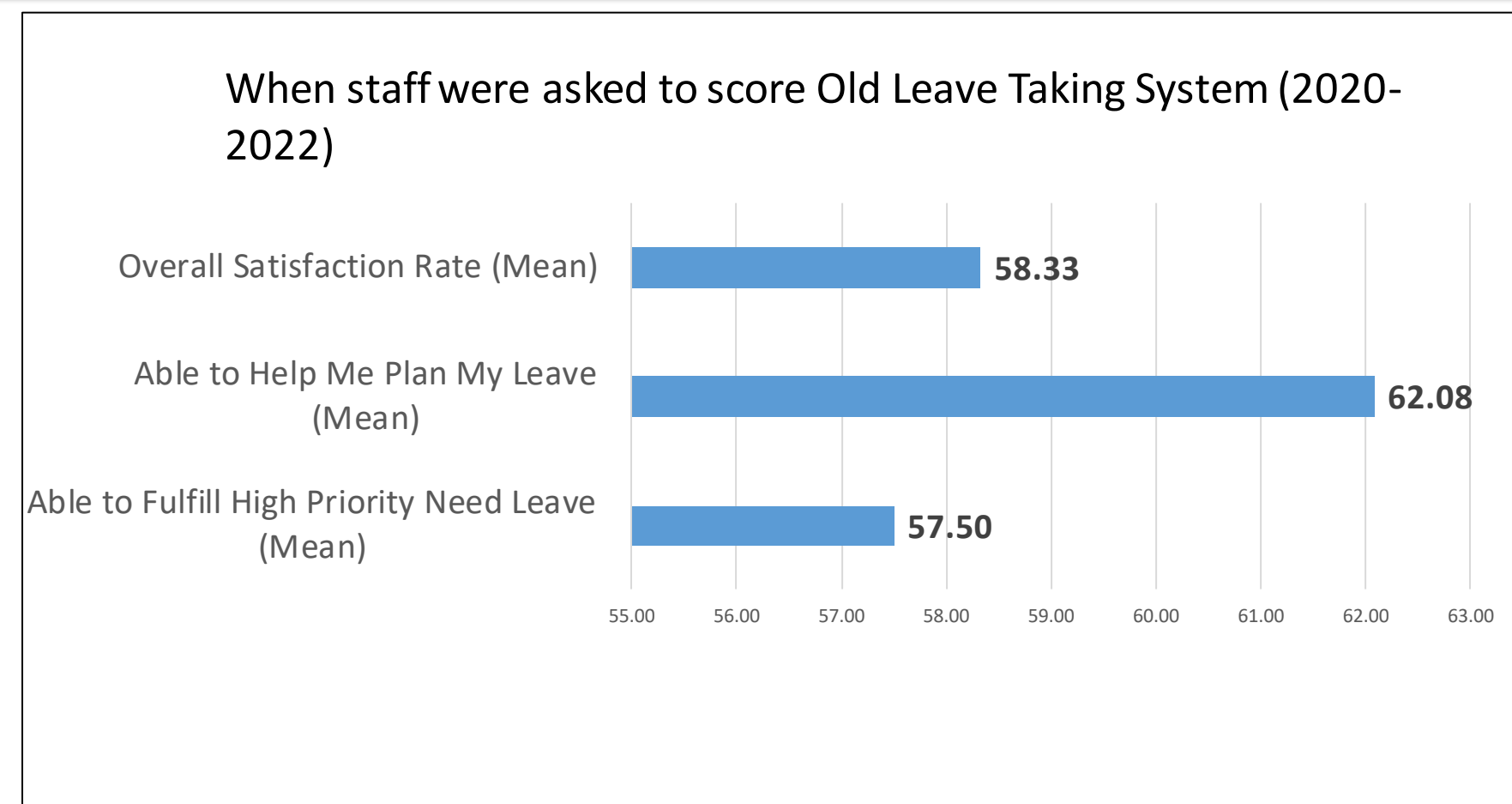
Aim

To establish a holistic leave taking system for optometry department that:

- 1) Fulfills staff leave taking need
- 2) Minimizes potential friction among staff during leave taking process

Establish Measures

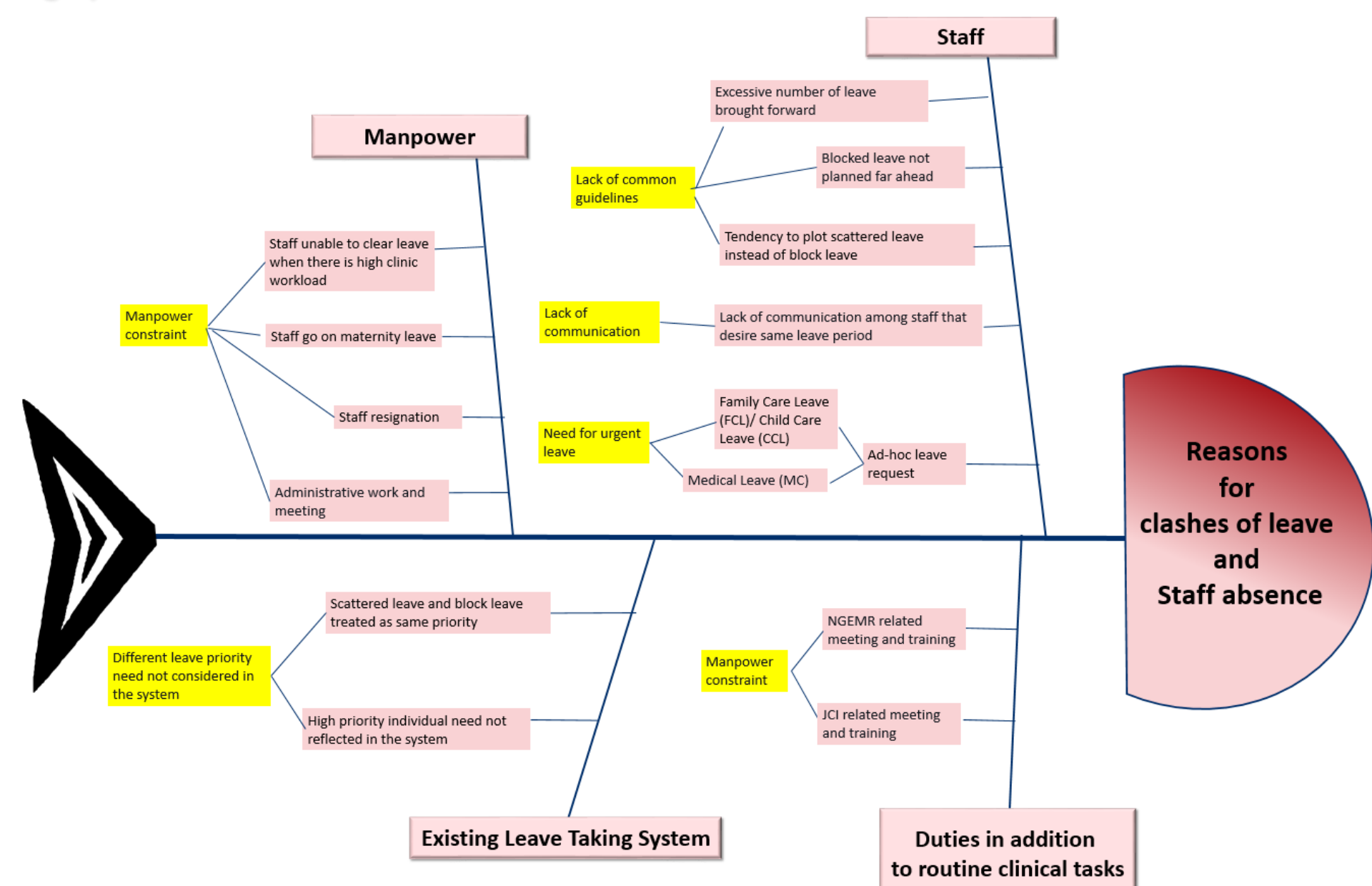
Baseline measurement



Analyse Problem

What is your process before interventions?

1. A root cause analysis was conducted to understand the reasons behind leave clashes from 2019-2022, ensuring a comprehensive view that includes pre-COVID data. This allowed for better evaluation regarding the maximum number of staff that can be on leave without compromising operation need.



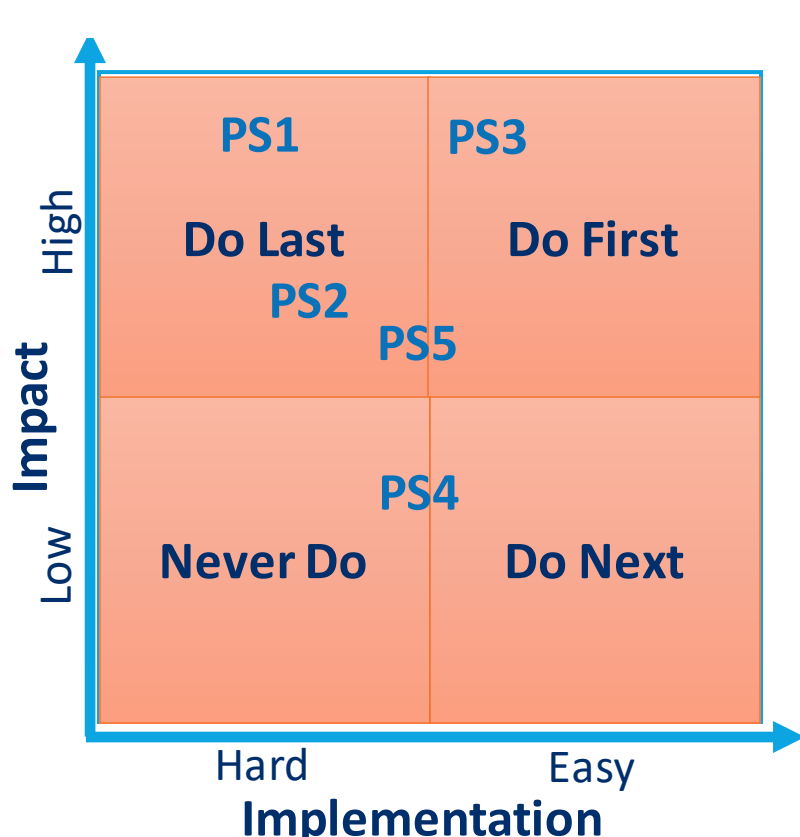
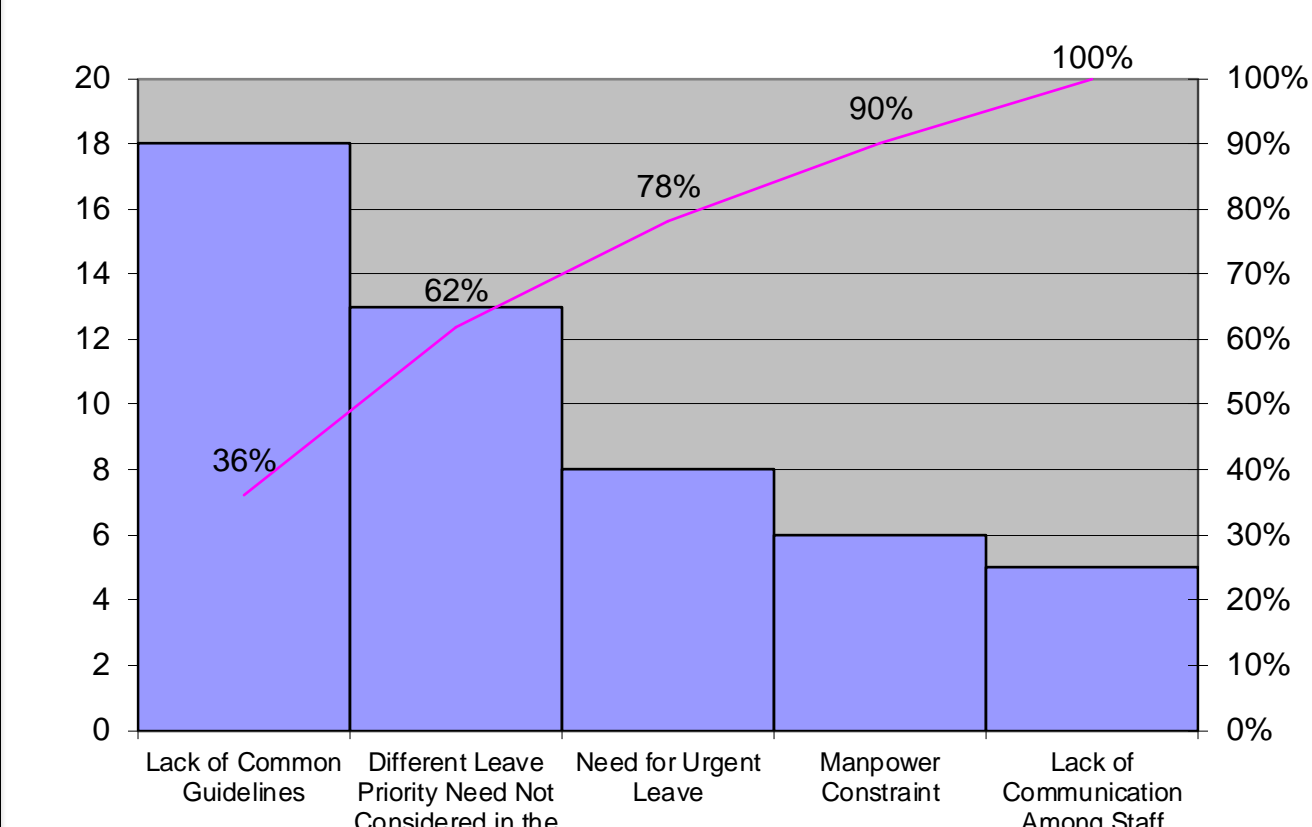
2. Feedback and suggestions were collected from all staff. The input was analysed and potential solutions were generated, guided by Harvard Principles of Negotiation. Three key principles that were utilized include separating people from the problem, focusing on interests rather than positions, and inventing options for mutual gain.

Feedback collected

1. Plan leaves in blocks (consecutive days) instead of scattered individual days.
2. Clearly specify the maximum number of staff allowed to be on leave under various scenarios or situations.
3. Implement a mechanism to support healthy leave utilization, reducing carryovers and decreasing the chances of clashes.
4. Encourage discussion between colleagues who request leave for the same day or period, to resolve any potential clashes.

Select Changes

What are all the probable solutions? Which ones are selected for testing?

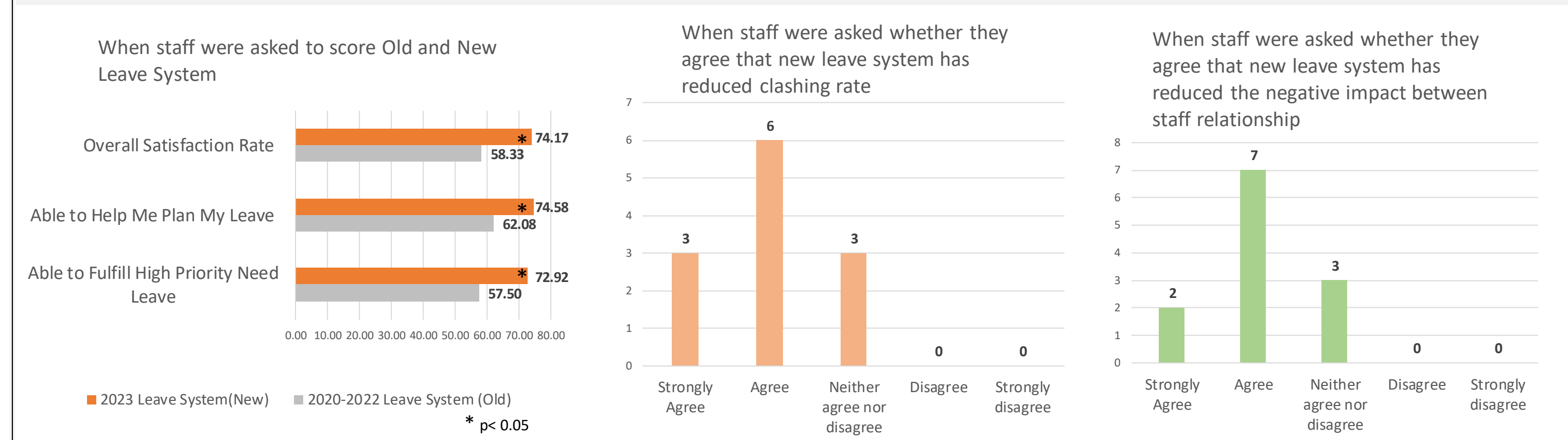


Root Cause of Clashes of Leave	Possible solutions
Manpower Constraint	1. Hire more manpower 2. Forgo or postpone duties or training that are not directly related to routine clinical tasks.
Lack of Common Guidelines	3. Create a new leave system
Different Leave Priority Need Not Considered In the System	
Lack of communication among staff	4. Encourage internal discussion to resolve clashes of leave
Need for urgent leave	5. Ensure enough manpower for clinical support e.g. allow standby leave

Test & Implement Changes

Cycle	Plan: "What will happen if we try something different?"	Do: "Let's try it."	Study: "What happened?"	Act: "What's next?"																																																																																																															
1	Simulate a leave planning exercise with anonymity for 2023.	Each staff received a randomized code to project 20-21 days of leave for 2023. This allowed pre-planning of leave and adjustments for potential clashes with others. During the exercise, everyone remained anonymous to reduce the stress that might arise from knowing which specific colleagues might desire to plan the leave for the same clashing period.	<p>[Simulation leave projection results] Leave Pattern Analysis (Sorted by number of continuous day) For example: 7 = 7 continuous days e.g. 1 to 7 April</p> <table border="1"> <thead> <tr> <th>Oa</th> <th>Ob</th> <th>Oc</th> <th>Od</th> <th>Oe</th> <th>Of</th> <th>Og</th> <th>Oh</th> </tr> </thead> <tbody> <tr><td>10</td><td>10</td><td>10</td><td>7</td><td>7</td><td>5</td><td>5</td><td>5</td></tr> <tr><td>6</td><td>5</td><td>2</td><td>7</td><td>6</td><td>5</td><td>3</td><td>3</td></tr> <tr><td>3</td><td>2</td><td>2</td><td>2</td><td>5</td><td>5</td><td>2</td><td>1</td></tr> <tr><td>1</td><td>2</td><td>2</td><td>1</td><td>2</td><td>2</td><td>2</td><td>1</td></tr> <tr><td></td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td></td><td>1</td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td>1</td><td>1</td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td>1</td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td><td>1</td></tr> <tr><td></td><td></td><td></td><td></td><td></td><td></td><td></td><td>1</td></tr> </tbody> </table> <p>Legend: Oa to Oh = Optometrist a to Optometrist h</p> <p>Observation: Most staff require 2 or more block leave periods in a year. Few planned their leaves around or link to Public Holidays, with exceptions being Chinese New Year and Christmas. Scattered leave projections often clashed with block leave plans.</p>	Oa	Ob	Oc	Od	Oe	Of	Og	Oh	10	10	10	7	7	5	5	5	6	5	2	7	6	5	3	3	3	2	2	2	5	5	2	1	1	2	2	1	2	2	2	1		1	1	1	1	1	1	1			1	1	1	1	1	1				1	1	1	1	1					1	1	1	1						1	1	1							1	1								1	<p>Action:</p> <ol style="list-style-type: none"> 1. Clashing probabilities of various block leave and non-block leave combinations were estimated: <table border="1"> <thead> <tr> <th>5 Days Block Leave</th> <th>Non-5 Days Block Leave</th> <th>Clashing Index 5 Days Block leave clashed by other non-5 days block leave</th> </tr> </thead> <tbody> <tr> <td>20 days (4 blocks of 5D) i.e. 5,5,5,5 + _____</td> <td>1 day</td> <td>~1x</td> </tr> <tr> <td>15 days (3 blocks of 5D) i.e. 5,5,5 + _____</td> <td>6 days</td> <td>~7.7x</td> </tr> <tr> <td>10 days (2 blocks of 5D) i.e. 5,5 + _____</td> <td>11 days</td> <td>~21.6x</td> </tr> <tr> <td>5 days (1 block of 5D) i.e. 5 + _____</td> <td>16 days</td> <td>~59.3x</td> </tr> </tbody> </table> <ol style="list-style-type: none"> 2. Staff chose their preferred combination and 100% consensus was reached for the "Block Leave Combination B (5,5,5,3,3). 	5 Days Block Leave	Non-5 Days Block Leave	Clashing Index 5 Days Block leave clashed by other non-5 days block leave	20 days (4 blocks of 5D) i.e. 5,5,5,5 + _____	1 day	~1x	15 days (3 blocks of 5D) i.e. 5,5,5 + _____	6 days	~7.7x	10 days (2 blocks of 5D) i.e. 5,5 + _____	11 days	~21.6x	5 days (1 block of 5D) i.e. 5 + _____	16 days	~59.3x
Oa	Ob	Oc	Od	Oe	Of	Og	Oh																																																																																																												
10	10	10	7	7	5	5	5																																																																																																												
6	5	2	7	6	5	3	3																																																																																																												
3	2	2	2	5	5	2	1																																																																																																												
1	2	2	1	2	2	2	1																																																																																																												
	1	1	1	1	1	1	1																																																																																																												
		1	1	1	1	1	1																																																																																																												
			1	1	1	1	1																																																																																																												
				1	1	1	1																																																																																																												
					1	1	1																																																																																																												
						1	1																																																																																																												
							1																																																																																																												
5 Days Block Leave	Non-5 Days Block Leave	Clashing Index 5 Days Block leave clashed by other non-5 days block leave																																																																																																																	
20 days (4 blocks of 5D) i.e. 5,5,5,5 + _____	1 day	~1x																																																																																																																	
15 days (3 blocks of 5D) i.e. 5,5,5 + _____	6 days	~7.7x																																																																																																																	
10 days (2 blocks of 5D) i.e. 5,5 + _____	11 days	~21.6x																																																																																																																	
5 days (1 block of 5D) i.e. 5 + _____	16 days	~59.3x																																																																																																																	
2	Implement the new leave taking system for 2023.	<ul style="list-style-type: none"> Each staff could project up to 21 days of leave in the blocks of 5,5,5,3,3. Each staff could indicate 1 block leave period, lasting up to 10 consecutive days, as their highest priority by marking it with an asterisk (*). 	<ul style="list-style-type: none"> All staff successfully projected their leave for the coming year. 80% of staff secured their highest priority leave slots. The remaining 20% resolved clashes amicably through discussions. 	<p>The new system was adopted, followed by a survey 5 months post-implementation.</p>																																																																																																															

[Survey Result]



Spread Changes, Learning Points

Benefit of the new leave system

1. It allows staff to plan their leave in advance for the upcoming year, enabling early resolution of potential leave clashes.
2. The majority of staff can secure their highest priority leave during the leave plotting exercise, enhancing overall satisfaction.
3. The new leave system is systemic and more suitable for long-term operational needs, striking a balance between the department's operational requirements and staff wellbeing.

Learning Point

It is crucial to gather and analyze feedback when challenges emerge. This offers an avenue for continuous enhancement of the leave taking system, ensuring it meets staff leave requirements while fostering positive working relationship.