

Project Title

Stabilizing Required Manpower Level during Covid 19 Pandemic for Quality Patient Care

Project Lead and Members

- Quek Bak Siang
- Victor Tay
- Portia Salas Leynes

Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group(s) Involved in this Project

Allied Health

Applicable Specialty or Discipline

Transportation Department General Services

Project Period

Start date: March 2020

Completed date: December 2021

Aim(s)

- To contain average monthly turnover rate to be below 2.5%.
- To achieve net difference of 1% between hiring rate and turnover rate.
- To stabilize fulfillment of manpower requirement to be at least 90%.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Organisational Leadership

Human Resource, Manpower Projection, Staff Engagement

Keywords

Manpower Stabilization, Staff Wellbeing

Name and Email of Project Contact Person(s)

Name: Quek Bak Siang

Email: singaporehealthcaremanagement@singhealth.com.sg



Stabilizing Required Manpower Level during Covid-19 Pandemic for Quality Patient Care

Introduction

The Covid-19 pandemic has taken a heavy toll on the healthcare sector. While many had quitted, majority of the healthcare workforce chose to soldier on. Strong leadership, camaraderie and sense of purpose are what motivate the resilient healthcare professionals to keep going together to provide quality patient care.

Aim

The project objectives for stabilizing the required manpower are:

- To contain average monthly turnover rate to be below 2.5%.
To achieve net difference of 1% between hiring rate and turnover rate.
To stabilize fulfillment of manpower requirement to be at least 90%.



Results

Table with 4 columns: Duration, Average Monthly Turnover Rate, Net Difference between Hiring Rate & Turnover Rate, Average Fulfilled Manpower. Rows for 2020, 2021, and 2022.

Conclusion

Two years into the Covid-19 pandemic, the heightened resignation of fatigued employees fueled the manpower challenges for healthcare. Effective HRM strategies were progressively implemented amidst a period of mass resignation and increasing manpower requirements...

Project is scalable to portering sector. Future research directions include improving organizational health, strengthening retention programs and expanding sourcing channels.

Methodology

The PDCA methodology was utilized for the project. Representatives from the Transportation Department set up a project team to review the causes of attrition, plan a series of human resource management (HRM) interventions...



Intervention

Effective HRM measures were progressively implemented from March 2020 to December 2021.

Infographic with 7 columns: Staff Engagement, Supportive Environment, Flexible Work Arrangement, Developmental Path, Effective Hiring, Detailed Exit Interviews, and a 'Your Friends are Your Rewards' poster.