

Project Title

Productivity Enhancement in THKMC's Home Care by Enhancing Staff Capabilities,
Technology and Process Redesign

Project Lead and Members

Project lead: Mr Andy Lee

Project members:

- Mr Jason Lee
- Mr Andy Lee
- Ms Hariati Bte Sahak
- Ms Liz Tan
- Mr Dennis Oen
- Ms Ong Su Fern
- Mr Tan Saik Chye
- Mr Stanley Lee
- Ms Jyacintha
- Ms Norsila Hamid
- Ms Siti Aishah
- Ms Irene Wee
- Mr Wayne Ng

Organisation(s) Involved

Thye Hua Kwan Moral Charities Home Care Division

Project Period

Start date: 2018

Completed date: 2021

Aims

1. To provide consolidated care for our clients
2. To increase programme and staff efficiency and capacity
3. To ensure cost effectiveness and sustainability of programmes

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

The project has brought about a different perspective in the way the Home Care Division is functioning today. Workforce Transformation has changed the mind-set of personnel and their approach towards service delivery, talent management and data analytics. Staff embrace new ideas and technologies, and welcome opportunities to enhance systems and structure as well as improves client's experience. As a result, there has been a significant increase in productivity, client satisfaction and improvement in manpower management.

The support system for the senior clients will have better outcomes if done in a holistic manner. Service provision will be less fragmented and more robust with the adoption of the appropriate technology and innovations to better meet clients' and operational needs.

Conclusion

See poster appended/ below

Additional Information

- 2020 National Healthcare Innovation and Productivity (HIP) Best Practice Medal – Excellence Champion Award (*video: <https://bit.ly/2Tp8gPJ>*)
- Ineffective management of work processes will lead to losses in productivity and poor client experience. Thus, the implementation of innovative ideas and the adoption of relevant technologies will assist to optimise resources and improve the way we work. Our clients will be able to age well in place as we are able to provide faster and better services.

Project Category

Workforce Transformation, Automation, IT & Robotics Innovation

Keywords

Workforce Transformation, Automation, IT & Robotics Innovation, Technology, Productivity, Care & Process Redesign, Performance Management, Capability Building, Thye Hua Kwan Moral Charities Home Care Division, Business Intelligence

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THK HOME CARE SERVICES

Productivity Enhancement in THKMC's Home Care by Enhancing Staff Capabilities, Technology and Process Redesign

Participants:

Mr Jason Lee // Mr Andy Lee // Ms Hariati Bte Sahak // Ms Liz Tan // Mr Dennis Oen // Ms Ong Su Fern // Mr Tan Saik Chye
Mr Stanley Lee // Ms Jyacintha // Ms Norsila Hamid // Ms Siti Aishah // Ms Irene Wee // Mr Wayne Ng

ABOUT THK HOME CARE SERVICES



Meals on Wheels (South and East Regions)



Medical Escort Transport (South and East Regions)



Home Personal Care (Islandwide)



Interim Care Services (Islandwide)



Home Health - Medical/Nursing (Islandwide)



>>> Doctors, Nurses, Healthcare assistants, Nursing aides, Drivers and Administrative staff.

PROBLEM 3 YEARS AGO



Programmes were operating in silos, the care of the seniors was fragmented and slow.

PROBLEM ASSESSMENT 3 KEY AREAS



Monthly meetings were held to tackle the issue of productivity, cost effectiveness and increasing the client satisfaction. The leadership team were also encouraged to engage the ground staff. Decisions were driven by data to improve staff performance and cost effectiveness.



PLAN TO OVERCOME OBJECTIVES

1. To provide consolidated care for our clients.
2. To increase program and staff efficiency and capacity.
3. To ensure the cost-effectiveness and sustainability of the programs.

CHANGES REQUIRED CHANGE MANAGEMENT

1. Increase in transparency and accountability for all job roles and positions.
2. Work load was onerous due to lack of digitization for all functions.
3. Lack of visibility into the actual situation on the ground due to the nature of work.
4. Streamlining of work process to achieve maximum efficiencies.

PRIMARY INTERVENTION

Phase 1

To create a standardised communication platform for staff across different programs to foster collaboration and partnership.

Phase 2

To increase capabilities of the staff through cross training and deployment. Synergies between groups were identified and mapped out.

Phase 3

Consolidation of common workflow in order to achieve greater efficiency and productivity.

SECONDARY INTERVENTION CHANGE MANAGEMENT

1. Embrace technology. (redesign workflow and SOPs)
2. New work processes. (online remittance & e-forms)
3. Enterprise Resource Planning (ERP) system to have better management of all operations.
4. New performance management systems.
5. Body cameras to increase visibility.

STRATEGY FOR INTERVENTION 3 KEY THRUST

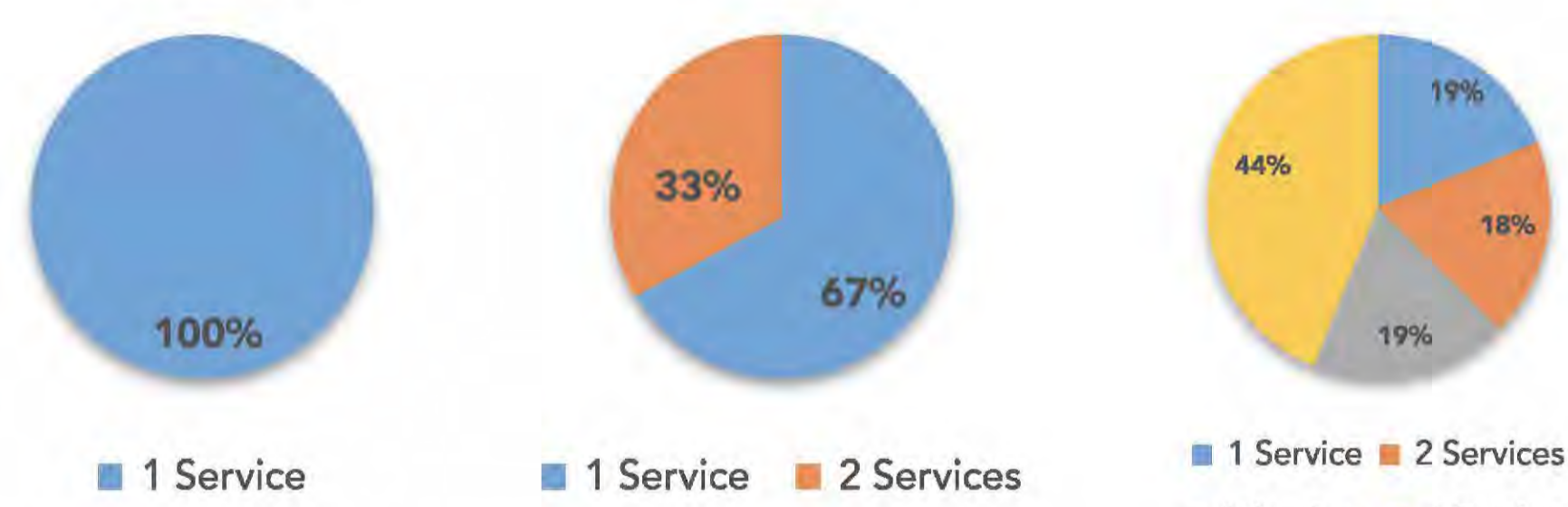
1. Performance and Talent Management - Track KPI, progress and performance.
2. Business Intelligence - Influence and drive business decisions.
3. Technology - Body Cam, ERP system. (e-forms, scheduling & client database)

Staff also gave feedback through regular focus group discussions, one to one sessions with supervisors and even at regular festive celebrations. We wanted to engage our staff in both a formal and informal manner.

MEASUREMENT OF IMPROVEMENT PERIOD OF 3 YEARS

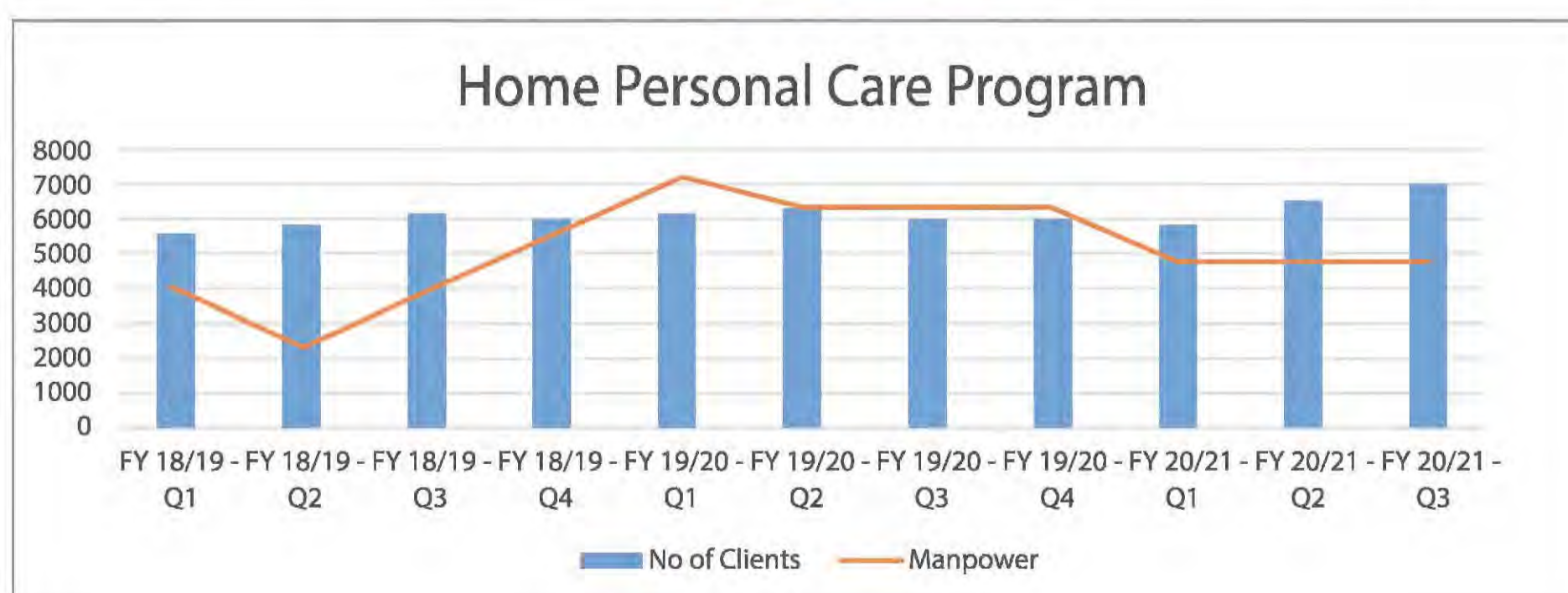
In 2018, all staff were ONLY trained in one service. Strategic planning on cross-training and deploying staff across different programs in 2019. Resulted in an increase in staff capability. In 2019, 33% of total division manpower count were trained in 2 services. In 2020, 81% of total division manpower count were trained in 2 or more services.

Staff's Capability Analysis in Year 2018 Staff's Capability Analysis in Year 2019 Staff's Capability in Year 2020



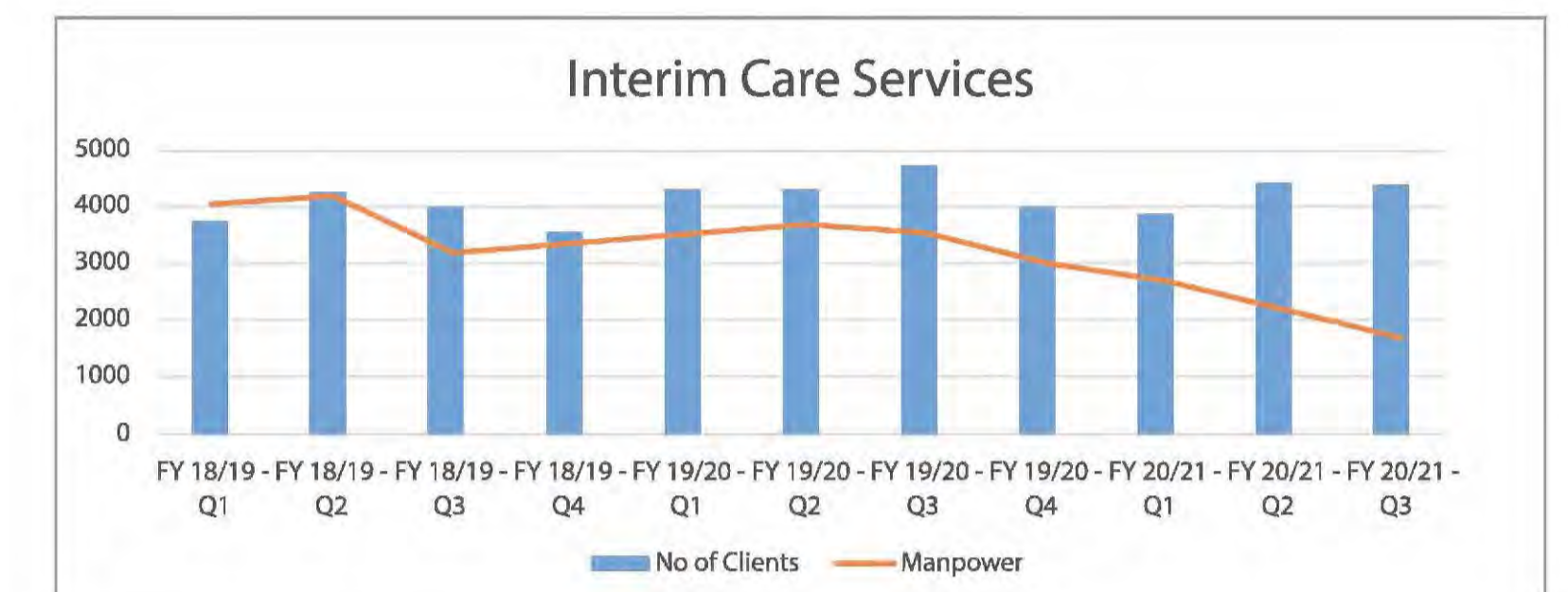
1. More flexible staff deployment across programmes.
2. Availability of trained staff when client load is heavy.
3. Manpower deployment efficiency was greatly enhanced.

Financial Year	Manpower	No of Client	Productivity
FY2018/2019 vs FY2019/2020	-3.5%	5.8%	9.3%
FY2019/2020 vs FY2020/2021	-8.6%	9.6%	18.2%



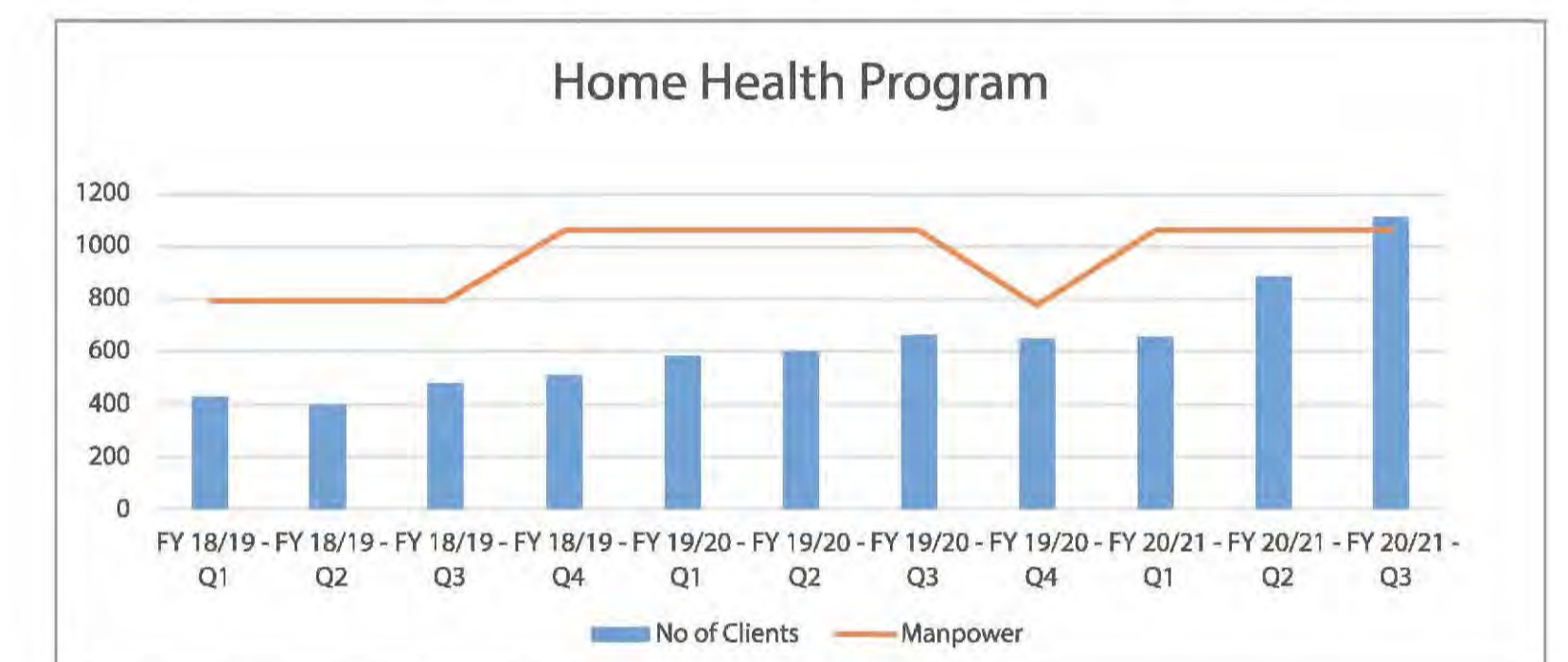
Financial Year	Average Number of Clients Per Quarter
2018/2019	5907
2019/2020	6171
2020/2021	6475

The manpower in the services was lowered by 4% (FY19/20 vs FY20/21). Despite operating with the lowered manpower, the program had a net increase of 4.9% in the number of clients served.



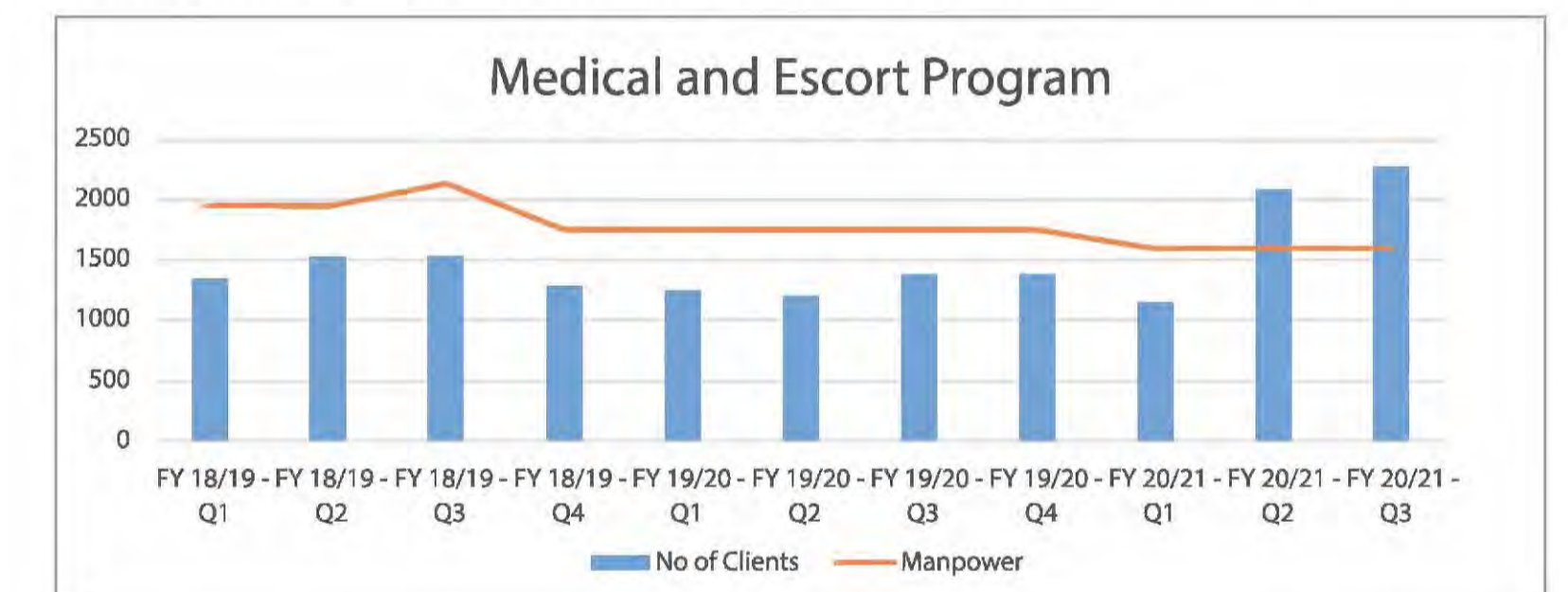
Financial Year	Average Number of Clients Per Quarter
2018/2019	3857
2019/2020	4300
2020/2021	4194

The Interim Care Services saw a decrease of 7.7% in manpower (FY19/20 vs FY20/21), however the dropped in manpower resulted in only a slight dip in the number of clients served by 2.4%.



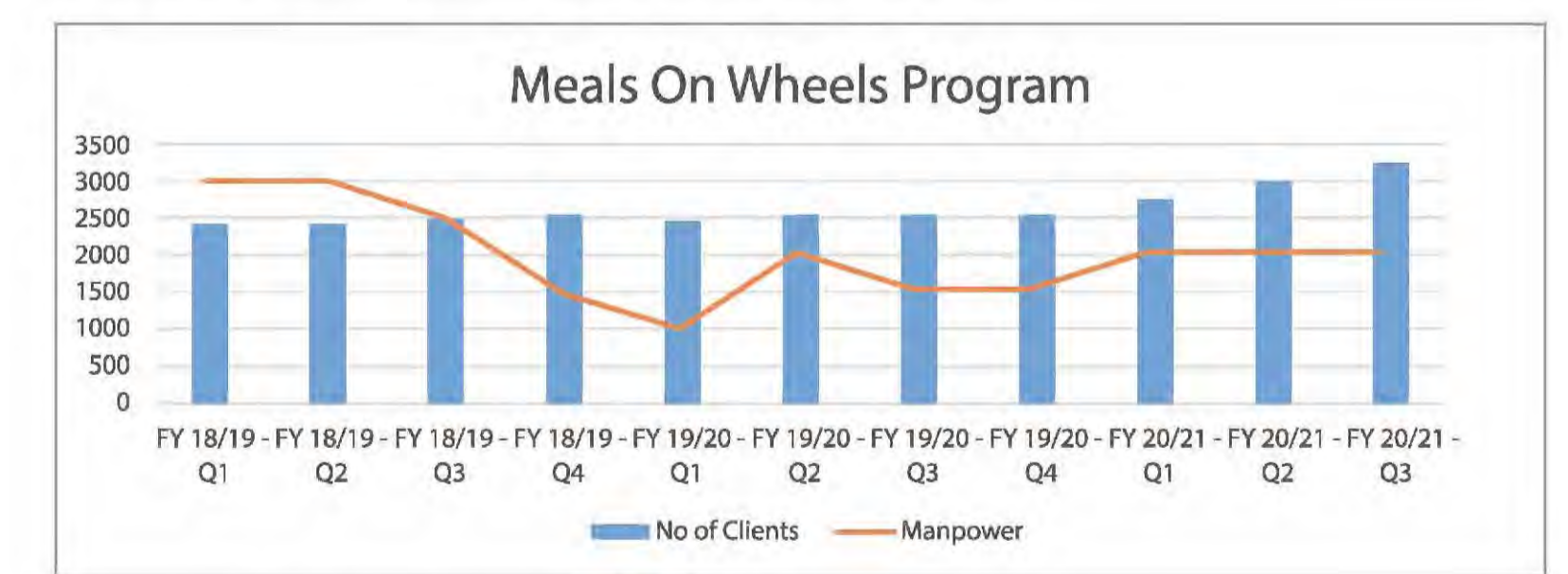
Financial Year	Average Number of Clients Per Quarter
2018/2019	453
2019/2020	628
2020/2021	892

The average program manpower reflected minimal change between FY19/20 and FY20/21, but there was a significant increase of 42% in the number of clients served.



Financial Year	Average Number of Clients Per Quarter
2018/2019	1428
2019/2020	1311
2020/2021	1841

The average program manpower reflected minimal change between FY19/20 and FY20/21, but there was a significant increase of 40.4% in the number of clients served.



Financial Year	Average Number of Clients Per Quarter
2018/2019	2458
2019/2020	2516
2020/2021	2864

The average program manpower reflected minimal change between FY19/20 and FY20/21, but there was a significant increase of 17.8% in the number of clients served.

RESULTS PERFORMANCE MANAGEMENT

1. Increase in service efficiency and effectiveness.
 - AIC Client Satisfaction Survey showed an overall satisfaction improved to 80% from 57%.

	Overall Satisfaction (n=60)	Meals (n=60)	Service Quality (n=60)	Willingness to Recommend (n=57)
Top-2 Box Score in 2019	80%	60%	87%	86%
Top-2 Box Score in 2018	57%	46%	52%	71%

2. Business Intelligence
 - Increase in productivity by 18.2% in FY2020/2021.

3. Technology
 - ERP system helped streamline processes, standardised care plan and saved time.
 - Body Cams enabled safety surveillance, disputes resolution, staff training and future learnings.



Conclusion:

The project has brought about a different perspective in the way the Home Care Division is functioning today. Workforce Transformation has changed the mind-set of personnel and their approach towards service delivery, talent management and data analytics. Staff embrace new ideas and technologies, welcome opportunities to enhance systems and structure as well as improving client's experience. As a result, there has been a significant increase in productivity, client satisfaction and improvement in manpower management.