

Project Title

Job Enrichment: Does it Pay Off at Outpatient Clinics?

Project Lead and Members

Sylvia Sim

Organisation(s) Involved

KK Women's and Children's Hospital

Healthcare Family Group Involved in this Project

Ambulatory Care

Applicable Specialty or Discipline

Operations

Aims

To enrich the Patient Service Associates (PSAs) job scope in the Women's Specialist Outpatient Clinics (WSOCs)

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Conclusion

See poster appended/ below

Project Category

Workforce Transformation

Job Redesign, Upskilling

Keywords

Job Enrichment, Outpatient, Patient Service Associate

Name and Email of Project Contact Person(s)

Name: Sylvia Sim

Email: singaporehealthcaremanagement@singhealth.com.sg



Job Enrichment: Does it pay off at Outpatient Clinics?

Sylvia Sim, Division of Specialty and Ambulatory Services
KK Women's and Children's Hospital

Introduction

Background

Healthcare is changing with the help of technology. In order for the hospital and staff to cope with these technology changes, we need to build capability amongst the current level of staffing thus improving the productivity without comprising patient care.

What is Job enrichment ?

It is a way through which employees are motivated by giving them additional responsibility normally reserved for higher level employees

Objective

To enrich the Patient Service Associates (PSAs) job scope in the Women's Specialist Outpatient Clinics(WSOCs)

Methodology



- A review was conducted to study the feasibility of training staff who has no nursing or minimal nursing background to perform these procedures such as Echocardiogram(ECG), phlebotomy, Termination of pregnancy(TOP) counselling which were once under Registered Nurse(RN) and minimum criteria required from a potential trainee were worked out;



- Selected staff(based on specific criteria set) were then informed about the training of ECG and Phlebotomy skills and formal approval was sought. Staff were then placed at the clinics for hands-on practise after formal training and thereafter being assessed for their competency before awarding the certification;



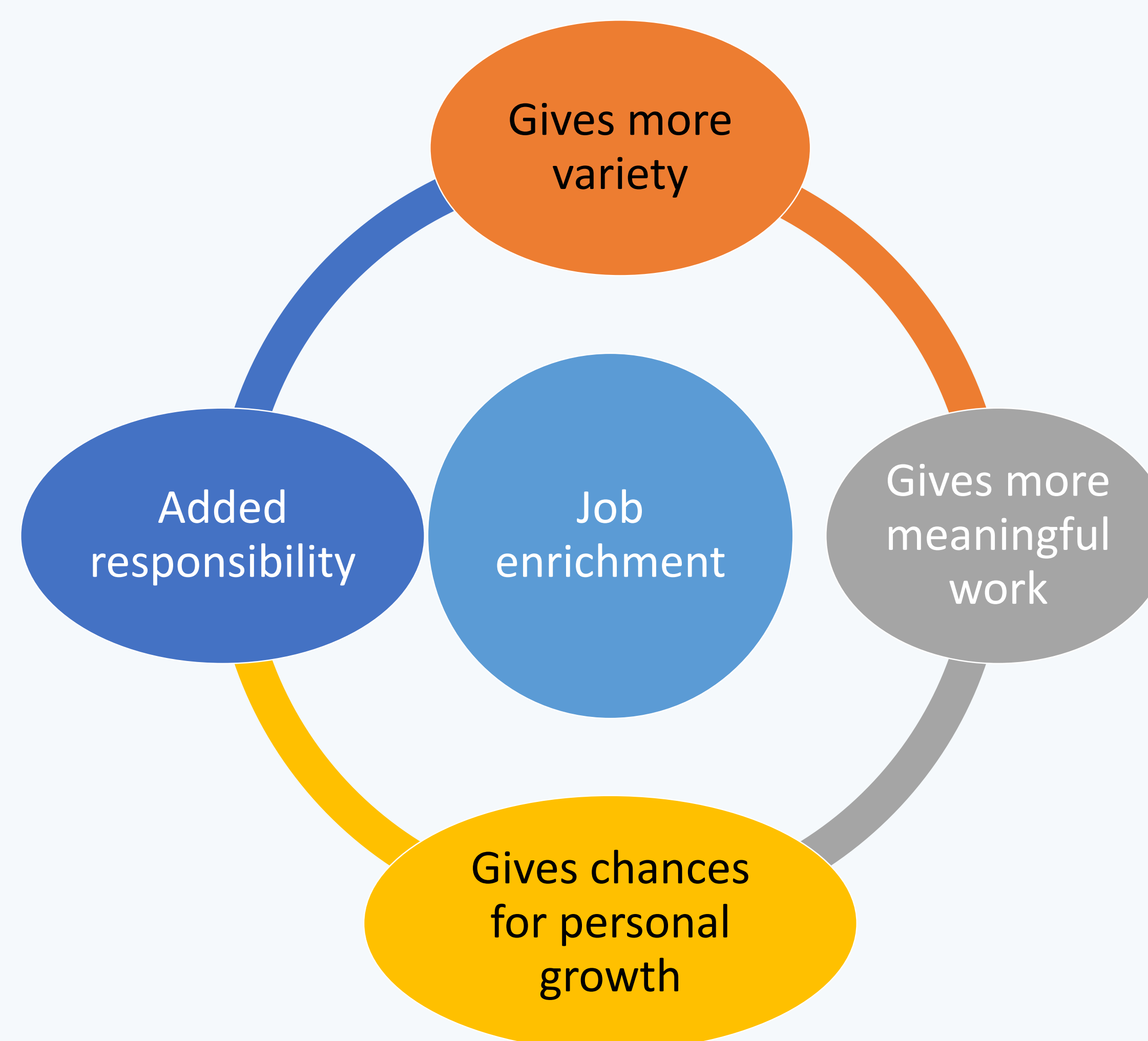
- Once certified, they were rostered to perform these duties on top of their usual tasks.

In this whole process, **no extra allowance** was given but rather to let the job enrichment to be the key intrinsic motivation for staff.

Results

Results from focus groups with staff are promising:

- 100% felt more satisfied and enriched at their work as new skills learned have made their daily tasks less monotonous ;
- 100% agreed that they have picked up a new skill;
- 100% felt that their teamwork with the rest of their colleagues have enhanced as they need to help one other across the clinics to enable the success of this initiative
- The service wait time in the case of ECG wait time has reduced by half.



Conclusion

We need to continue to look out for trends of changes so as to equip with the human capability to cope. Though this is not a new concept in the healthcare sector, we have managed to enrich these group of staff without facing the demand for higher pay and we did provide for them better career development opportunities. Our patients have benefited as we are able provide a more timely service to them.

Job enrichment definitely pays off to both staff and the organisation!