

Project Title

Improved Porters' Productivity: Patients at the Heart of All We Do

Project Lead and Members

- Quek Bak Siang
- Ryan Koh Zhao Yuan
- Victor Tay
- Chong Phey Joo
- Clareeza Monique Mindanao

Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration, Ancillary Care

Applicable Specialty or Discipline

General Services

Aims

The project objectives for improving porters' productivity are:

- To increase porters' average workload per month by 10% within the next 6 months.
- To reduce departmental completion time by 5% within the next 6 months.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Human Resource Category)

Project Category

Care & Process Redesign, Quality Improvement, Workflow Redesign, Lean
Methodology

Keywords

ePorter, Productivity Improvement

Name and Email of Project Contact Person(s)

Name: Quek Bak Siang

Email: singaporehealthcaremanagement@singhealth.com.sg



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Singapore General Hospital
SingHealth

Quek Bak Siang, SGH General Services
Ryan Koh Zhao Yuan, SGH General Services
Victor Tay, SGH General Services
Chong Phey Joo, SGH General Services
Clareeza Monique Mindanao, SGH General Services

Improved Porters' Productivity: Patients at the Heart of All We Do

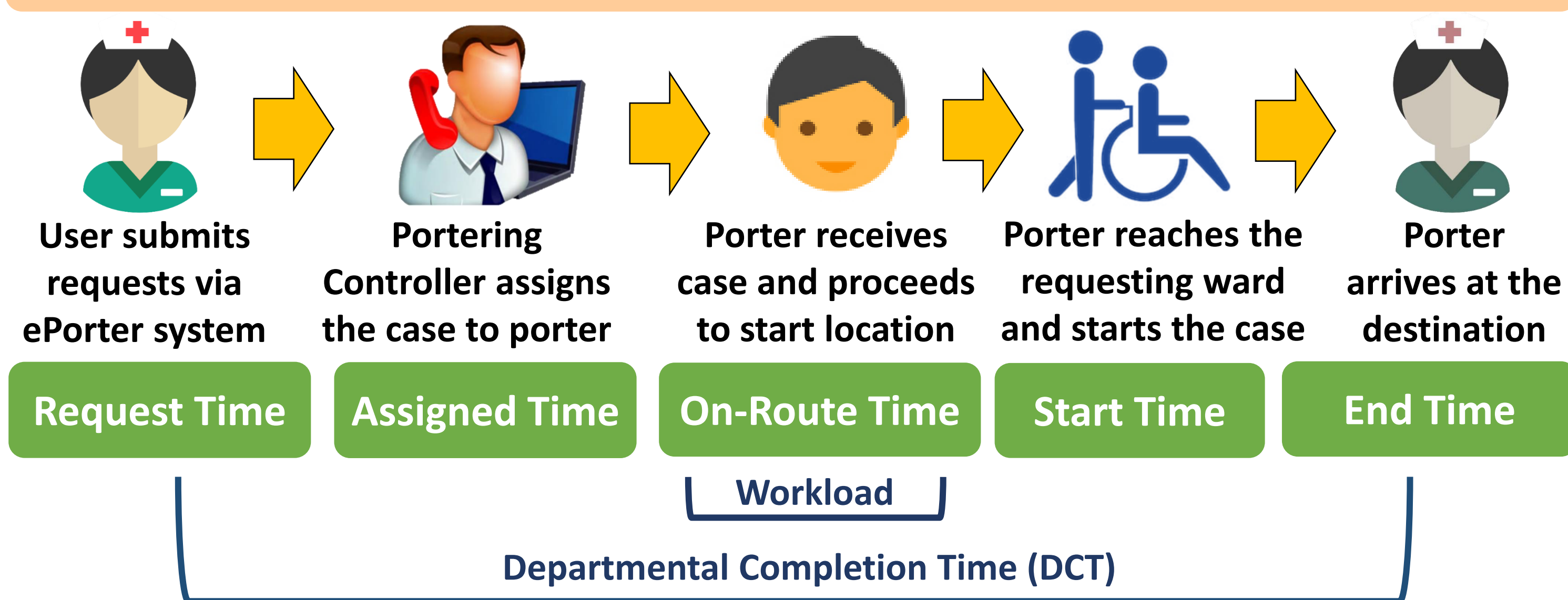
Introduction

In portering, productivity is the measure of efficiency with which tasks are being completed and is measured in two ways:

1. The average number of tasks completed per porter per month.
2. The average time taken by the porters to complete a task.

Baseline data obtained from Jan to Jun 2019 were 404 completed tasks per porter per month and 23-minute completion time respectively.

Porters' Workload & Departmental Completion Time (DCT)



Aim

The project objectives for improving porters' productivity are:

- ✓ To increase porters' average workload per month by 10% within the next 6 months.
- ✓ To reduce departmental completion time by 5% within the next 6 months.

Methodology

The PDCA methodology was utilized for improvement in porters' productivity.



Intervention

Leveraged Technology

1. Deployed powerful auto-assign algorithm/ function to assign tasks faster than controller.
2. Enhanced ePorter dashboard to track porters' delays in tasks for prompt follow up.
3. Strengthened ePorter mobile app for multiple tasks to shorten completion time and introduced eSignature to reduce processing time.

Streamlined Processes

4. Enhanced training for controllers to execute integrated processes in auto-manual assignment of tasks.
5. Introduced regular communication processes to motivate & align porters with shared purpose & SGH's core values

Enhanced System

6. Enhanced comprehensive performance management indicators to measure individual porters' performance on a monthly basis. Results & rewards were communicated to porters regularly.

Results

Table 1: Average Workload & Departmental Completion Time (DCT) Improvement Results

Implementation Jul - Aug 2019	Jan 2019 – Jun 2019	Sept 2019 – Feb 2020	Improvement in Response (%)*
Ave Workload	404	504	24.75%
Ave DCT (mm:ss)	23:12	21:39	6.68%

* The project aim has been met.

Figure 1: Average Workload measured from Jan 2019 to Feb 2020

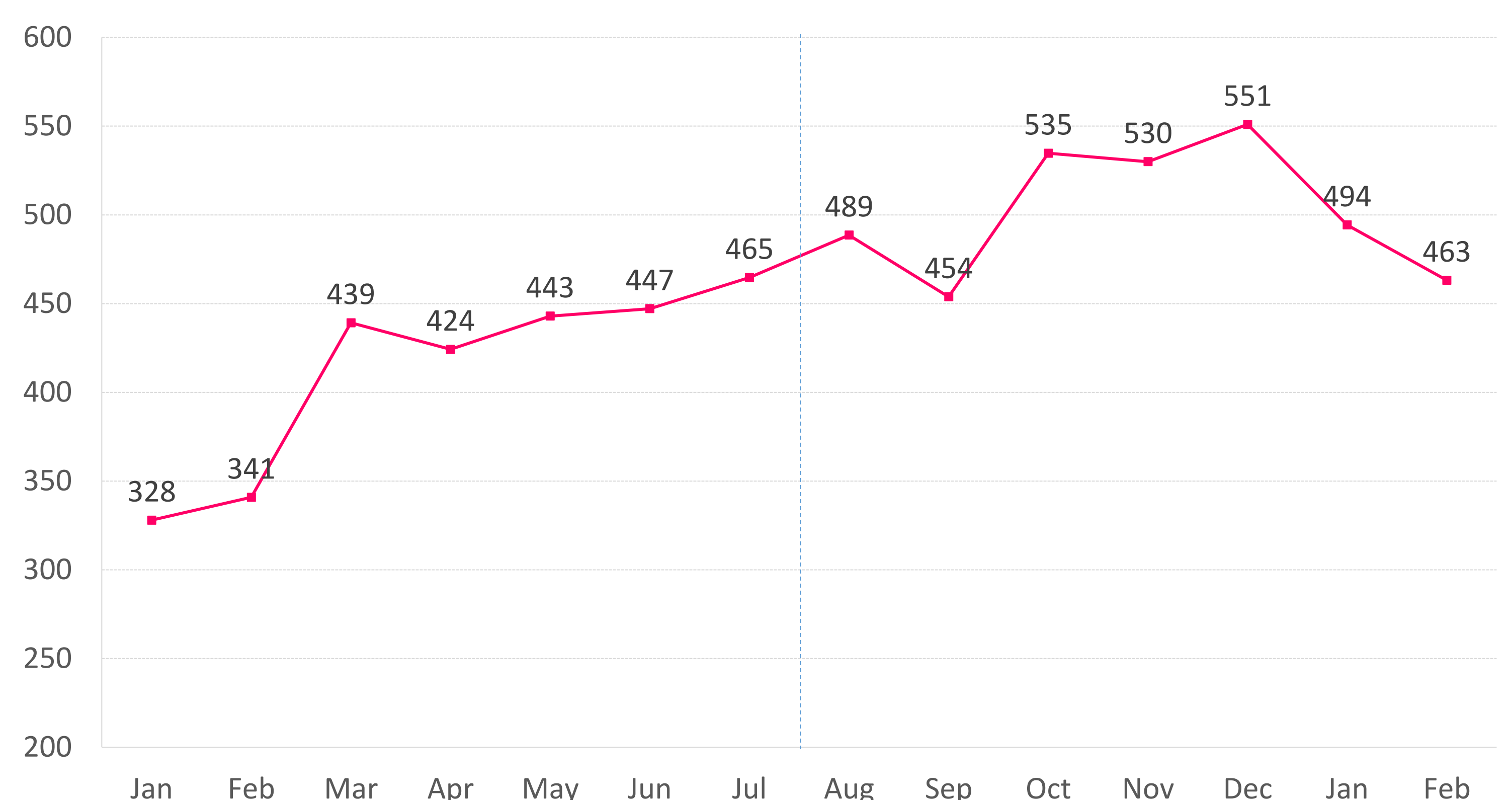
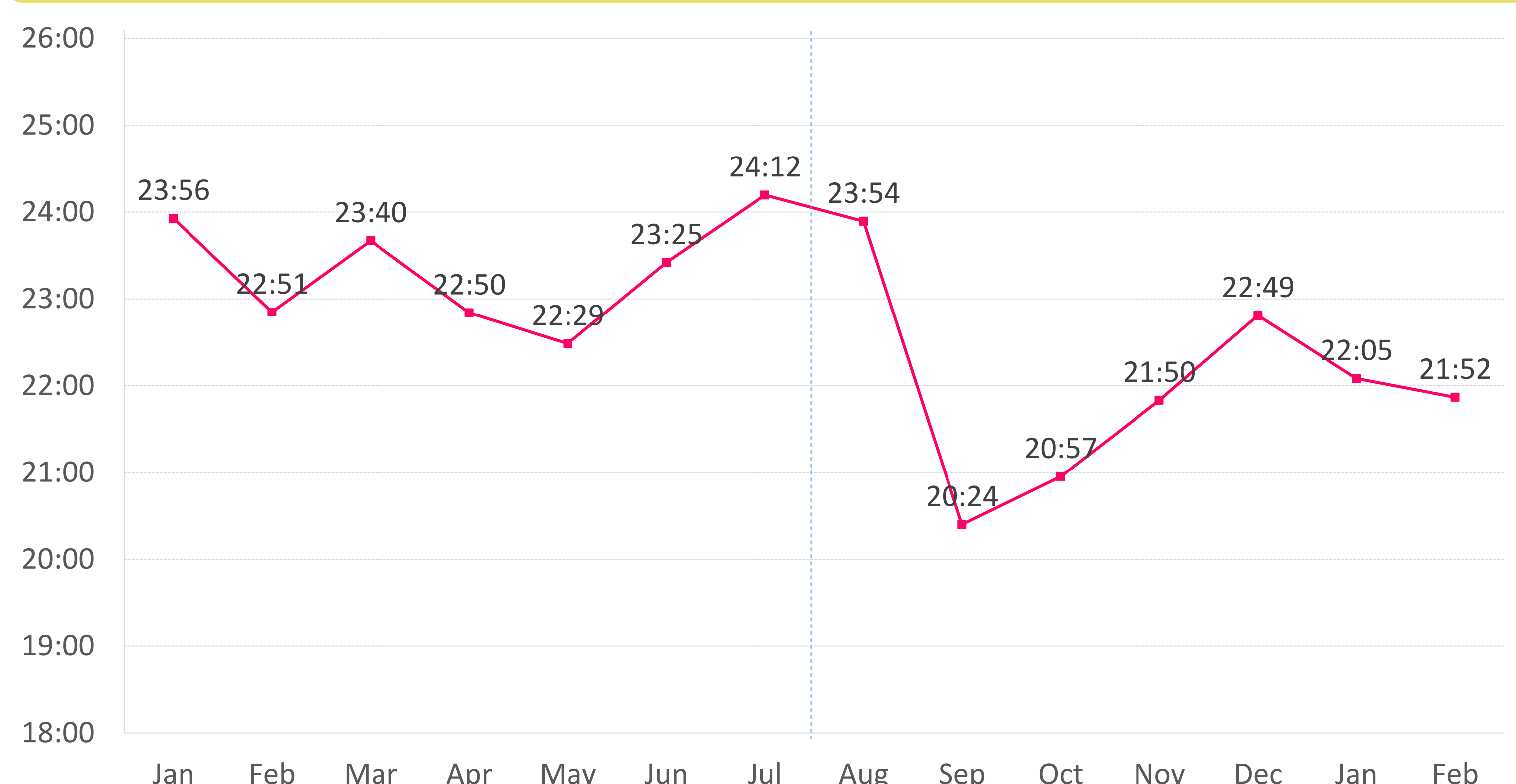


Figure 2: Average Departmental Completion Time (DCT; mm:ss) measured from Jan 2019 to Feb 2020



Conclusion

Leveraged technology, streamlined training & communication processes, and enhanced performance management system have strengthened porters' sense of purpose & aligned core values, motivated them and improved their productivity to serve patients, which is at the heart of all we do. For example, patients were sent to their destination locations much earlier, allowing more rest before procedures take place.

Project is scalable to portering sector. Future research directions include expanding auto assignment capabilities and improving performance management system for greater levels of productivity.