

Project Title

Job Redesign and Skills Upgrading for Cardiac Clinic Ancillary Staff

Project Lead and Members

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Organisation(s) Involved

National Heart Centre Singapore

Healthcare Family Group(s) Involved in this Project

Ancillary Care, Healthcare Administration

Applicable Specialty or Discipline

Cardiology, Human Resource

Aims

This project aims to:

- Facilitate staff in continual skills upgrading and prepare them for the changes in the clinics work processes.
- Equip staff with technology skills and enable them to remain employable through job redesign.

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

Workforce Transformation, Job Redesign, Upskilling, Training & Education, Lifelong Learning

Keywords

Skill-matching, Staff Satisfaction, Staff Retention Rate

Name and Email of Project Contact Person(s)

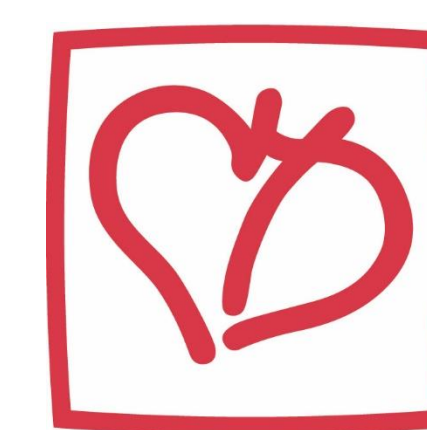
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Job Redesign and Skills Upgrading for Cardiac Clinic Ancillary Staff

Irene Teo Bao Yun, Teeu Keng San, Lin Jia Hui, Mary Ang, Jasmine Ho Hui Ting



Background

With the drive for greater technology driven initiatives in the future outpatient journey, there is a need for clinics to embark on skills upgrading to prepare our ancillary staff for the changes and challenges ahead.

Problem



- This project aims to:**
- Facilitate staff in continual skills upgrading and prepare them for the changes in the clinics work processes
 - Equip staff with technology skills and enable them to remain employable through job redesign.

Methodology

PSA learning how to book appointment

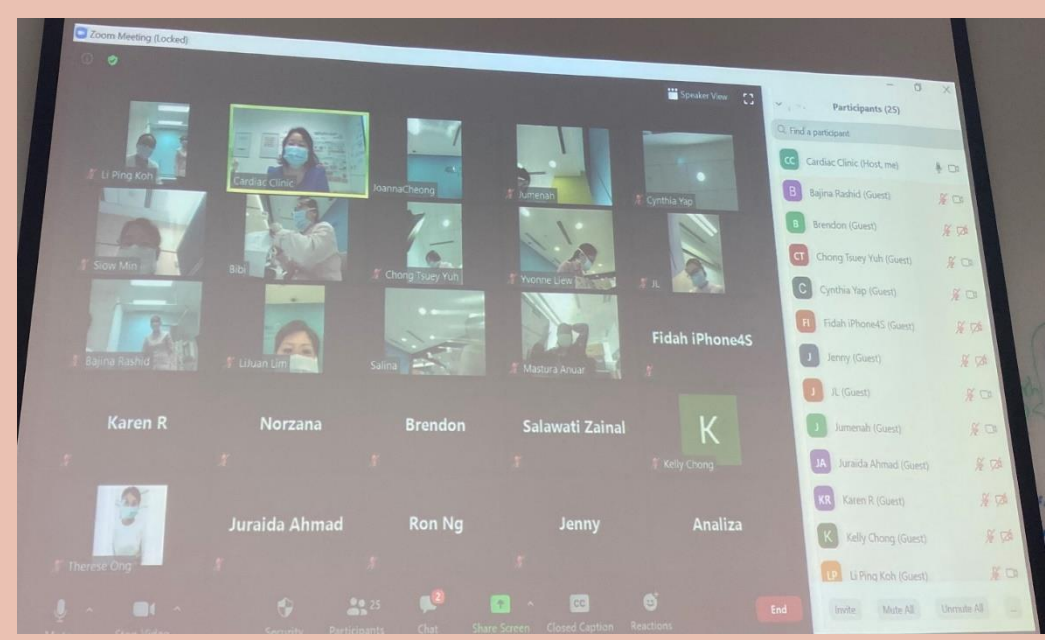


A skill matching exercise was conducted for all ancillary staff to identify potential skills that are suitable for them. A team of experienced senior staff were designated as preceptors to cross train the staff.

Communication sessions and regular updates were held to get buy-in from staff and to address their concerns.

Training roadmap and schedules were developed and fine-tuned to place the staff who have different training needs and skills. Staff get the opportunity to rotate to other functional stations or department for hands-on training.

Zoom Session with Staff



Training Roadmap

	1 st Month	2 nd Month	3 rd Month
Outpatient Specialist Clinics	Transition to Patient Services Assistant		• Staff Rotation
	Transition to Patient Services Assistant	<ul style="list-style-type: none"> Counter Functions @ Clinical Lab 2B <ul style="list-style-type: none"> Registration Payment Repeat Prescription @ Clinic 4B Counter Functions @ Clinic 5A <ul style="list-style-type: none"> Specific Clinics workflow 	
	Transition to Patient Services Associate		
	Transition to Patient Services Associate	Transition to Patient Services Associate	
Assessment Review	<ul style="list-style-type: none"> First review by Preceptor, Team Leader / Members Feedback to Preceptees 	<ul style="list-style-type: none"> Second review by Preceptor, Team Leader / Member Feedback to Preceptees 	<ul style="list-style-type: none"> Performance Assessment

Conclusion

The job redesign and skills upgrading enable roles such as HCAs to remain employed while their services such as Portering and housekeeping are being outsourced. The clinics can better plan and deploy manpower since the staff are cross-trained to handle different systems. The project had also led to a reduction of 41% service counters at 5A and 4B Cardiac Clinics as patients' appointments can be scheduled in the consultation rooms.

Results

All the clinic patient associates/ assistants are competent in appointment booking. Patient Service Associates are cross-trained in Clinic and Ancillary Department counter service.



Health Care Assistant (HCA) successfully re-designated as Patient Service Assistant (PSA).

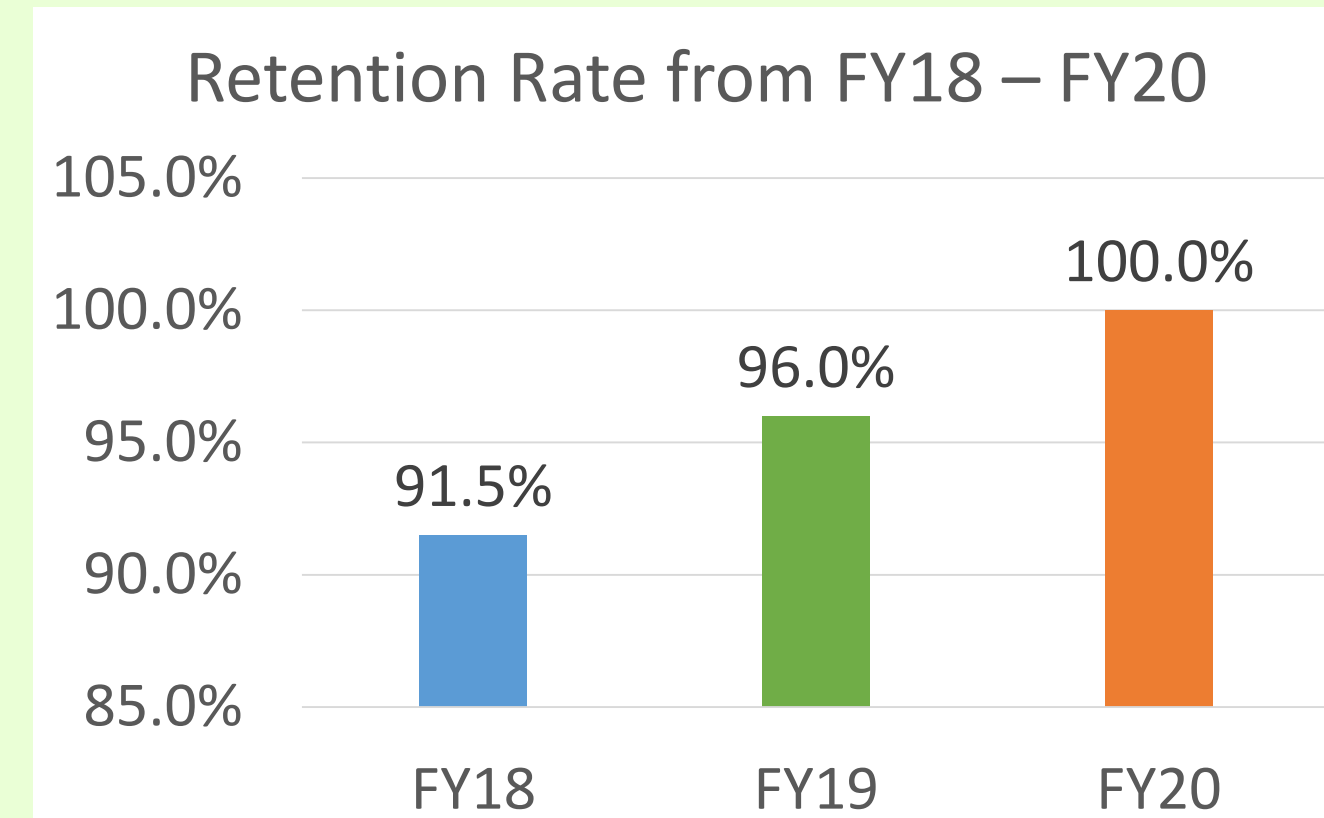


With some of HCAs job being outsourced, we have redesigned their job duties and trained them to assist patient on the frontline helping them with enquiries such as way finding, assistance with self-help kiosk.

TANGIBLE BENEFITS

Staff Retention Rate

The skills upgrading and redesigned duties lead to an increase in staff satisfaction and improved staff retention rate.



Increased staff skill set and staff competency in multiple systems enabled them to provide essential coverage at various workstation have reduced manpower hiring cost.

No. of Manpower Allocated @ Counter



17



10

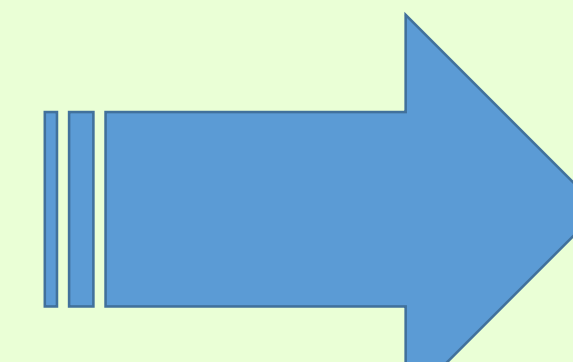


*Staff are deployed to assist doctor in consultation room as there more clinic sessions and patients.

Wait Time @ Re-appointment Counter



13 min



0 min

Wait time at the Re-appointment counter is eliminated as re-appointment is now scheduled by the PSA in the consult room after consultation.

INTANGIBLE BENEFITS

- Improved NHCS image as a preferred employer focused on staff development and fulfilment
- Greater staff satisfaction

I gained additional sense of achievement now that I can function more independently. I enjoyed learning new things and will continue to learn more.

What our staff have to say

It is more value added service for patient as they save waiting time in the clinic as they no longer require to wait for counter to book for them.

There is a great sense of fulfilment when patients are grateful when we help them with the self-service kiosk and way finding. We felt good that we can help and be appreciated.

I receive feedback from colleagues on how my work and service now can value-add to the patients as they no longer need to wait at the counter for appointment booking. They also commended that I am more confident and skillful now!