

## **Project Title**

Striving in the midst of Pandemic

## **Project Lead and Members**

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- Sarina Bte Mohamed Abdullah
- Cindy Loh Lee Yoon
- Ei Ei Soe Win
- Samuel Duong Hoang Nam
- Tina Phua Yen Tin

## **Organisation(s) Involved**

Singapore General Hospital

## **Healthcare Family Group(s) Involved in this Project**

Healthcare Administration

## **Applicable Specialty or Discipline**

Patient Financial Service, Patient Liaison Service, Diabetes & Metabolism Centre

## **Aims**

In order to provide full support to cover the 12 hours screening in charge duty, there is a need to train some team members in the Ambulatory Business Office (ABO) for coverage as well as to be prepared for the changes in day to day work in the department.

This is to ensure that all team members are aligned as ONE team to cope with uncertainty situation.

## **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, Workforce Sustainability

## **Keywords**

COVID-19, Staff Morale, Operational Effectiveness

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# Singapore Healthcare Management 2021

# STRIVING IN THE MIDST OF PANDEMIC

Chiew Pei Pei, Patient Financial Service  
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 Cindy Loh Lee Yoon, Diabetes & Metabolism Centre Level 4 Clinic  
 Ei Ei Soe Win, Patient Liaison Service  
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PATIENTS. AT THE HEART OF ALL WE DO.

## BACKGROUND

Former Ambulatory Business Office – ABO Department (currently known as Patient Financial Service) was assigned to be permanent screening perimeter in-charge (IC) at Blk 2/3 for 3 days a week from 7am to 7pm.

Ref: April, 2020 roster

Mon	20/04/2020	AM (7.15am to 1.00pm) PM (1.00pm to 7.00pm)	ABO	PLS	VS	SOC
Tue	21/04/2020	AM (7.15am to 1.00pm) PM (1.00pm to 7.00pm)	SOC	SOC	VS	SOC
Wed	22/04/2020	AM (7.15am to 1.00pm) PM (1.00pm to 7.00pm)	ABO	PLS	VS	SOC
Thu	23/04/2020	AM (7.15am to 1.00pm) PM (1.00pm to 7.00pm)	SOC	PLS	VS	SOC
Fri	24/04/2020	AM (7.15pm to 2.00pm) PM (1.00pm to 7.00pm)	ABO	PLS	VS	SOC
Sat	25/04/2020	AM (7.15pm to 2.00pm) PM (1.00pm to 7.00pm)	SOC	PLS	VS	SOC
Sun	26/04/2020	AM (7.15pm to 2.00pm) PM (1.00pm to 7.00pm)			VS	

As an IC, this person would need to perform the following:

1. Ensure staffing to be ready by 7.30 am
2. Familiar with Covid-19 routine instructions
3. Managing difficult patients / situations
4. Set up screening stations (Consumable, Equipment, Forms, Laptop, Stationeries and TV) by 7.15 am
5. Trouble-shooting

## OBJECTIVE

In order to provide full support to cover the 12 hours screening in-charge duty, there is a need to train some team members in ABO for coverage as well as to be prepared for the changes in day to day work in the department.

This is to ensure that all team members are aligned as ONE team to cope with uncertainty situation.

## METHODOLOGY

**C**ommunication

Several engagement session conducted to seek “buy in” from the team. A Buddy-system approach was adopted to ensure smooth skills transformation to take on new task.

**O**rganize feedback and support

Feedback session and support session was organized to review challenges and address the concerns raised. Communication channels such as email, tiger text and wats app group was set up to establish prompt assistance and support.

**P**rocess

Department’s process was reviewed to re-designed some scope of work to the back office reduce the risk of esposing staff during pandemic period. A NEW way to combine the three screening stations (Blk 3, 5 & 7) into One Operation was piloted and implemented.

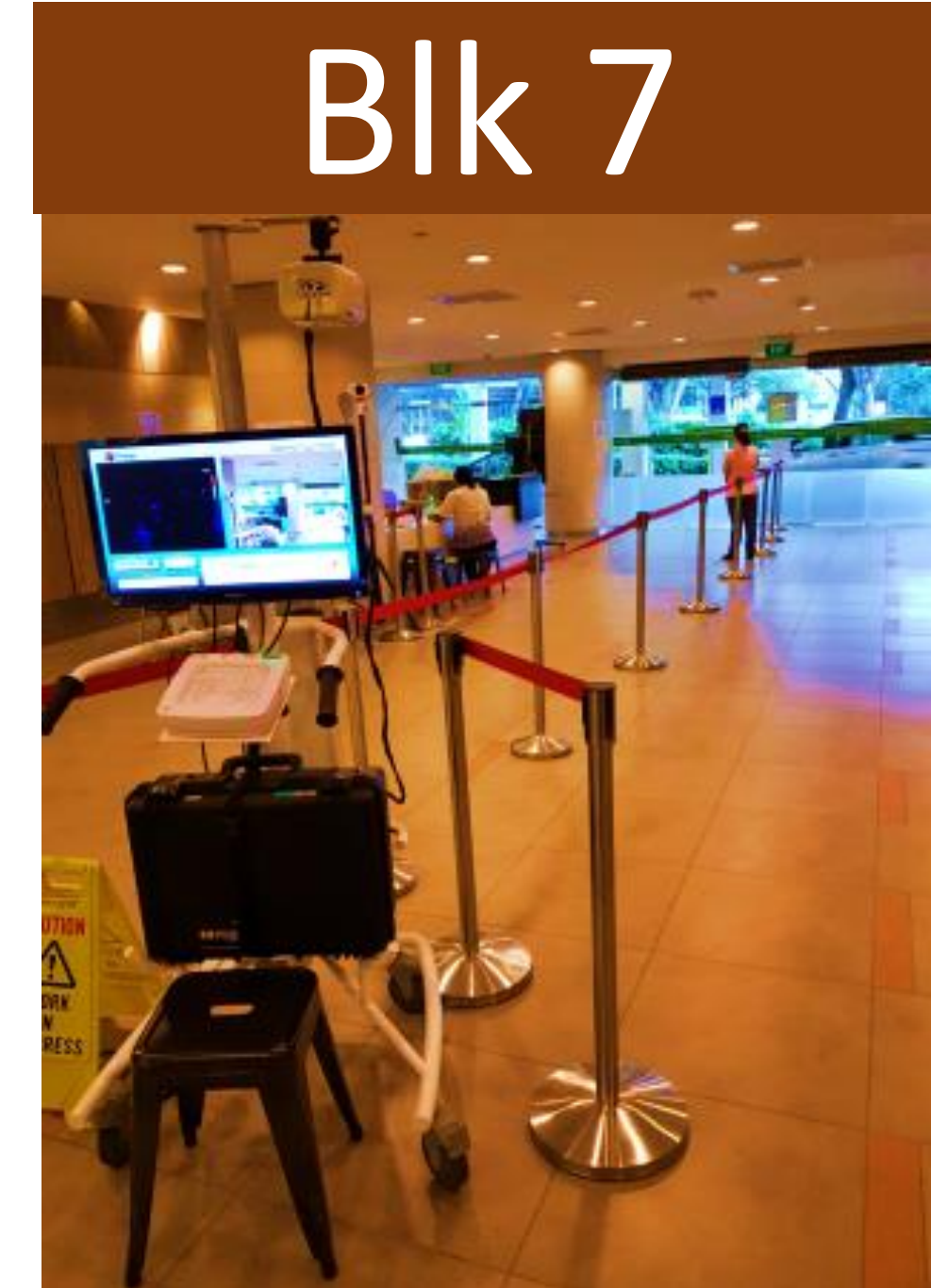
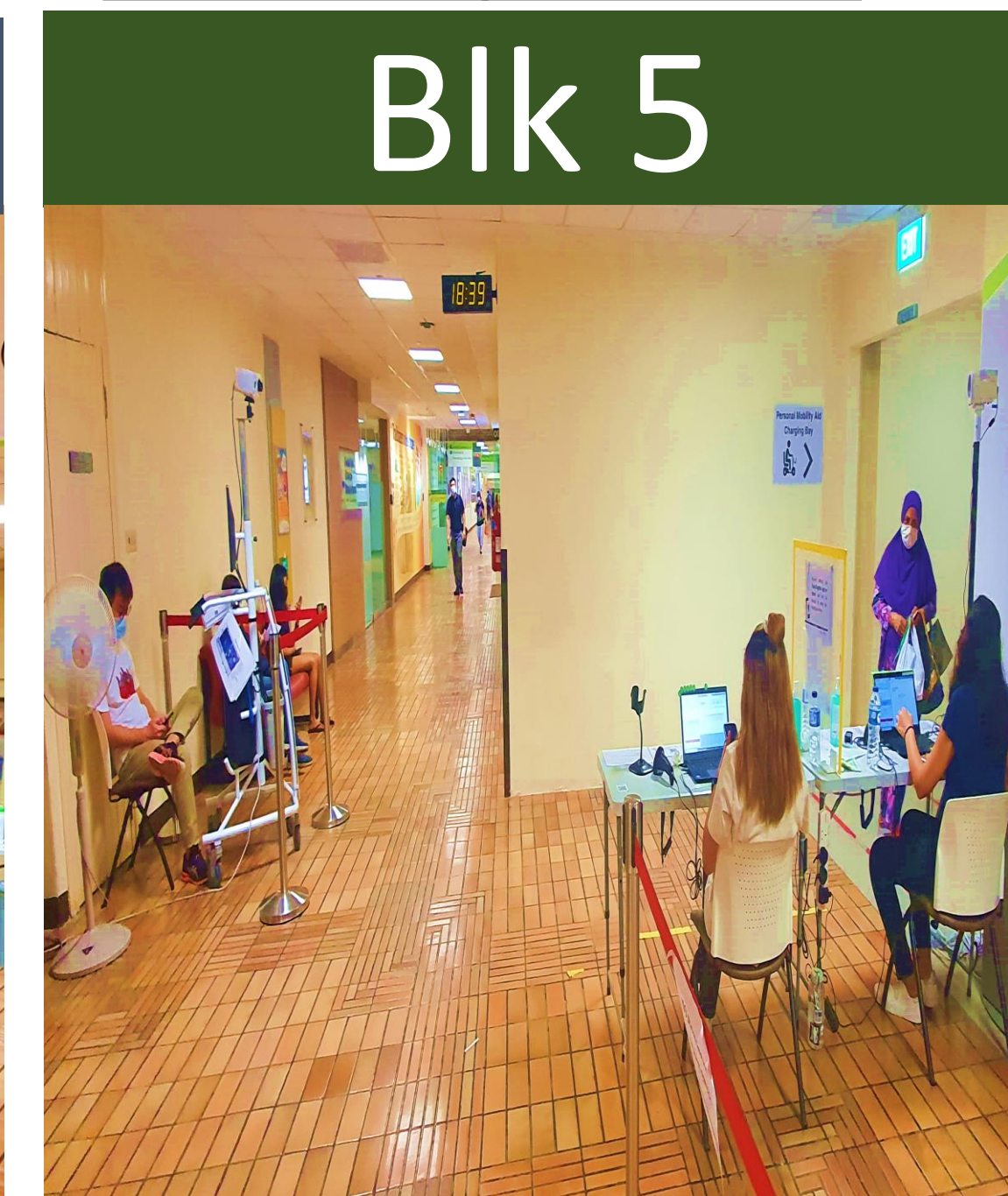
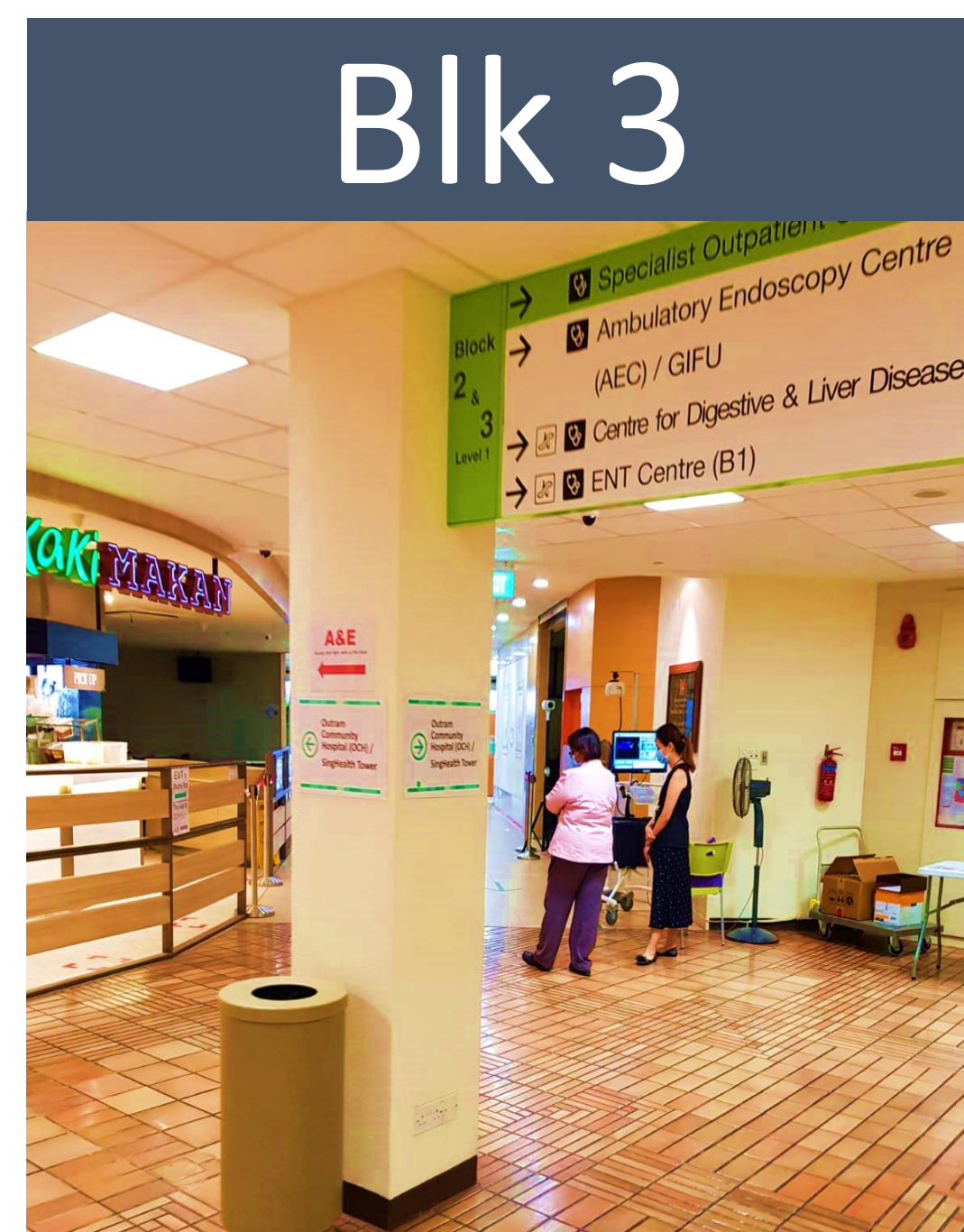
**E**nhance skill sets

The two PSAEs received adequate training to enhance their skill sets for the role. They equipped with knowledge and skills to manage IT issues and trouble-shooting when equipment is not functioning. The collaboration ABO team and Patient Liaison Service (PLS) Department had enabled sharing skills sets and promote team work.

## RESULTS

- Achieved operational effectiveness in managing the three screening stations (BLK 3/5/7 ) during the assigned period April to Dec 2020.
- Improved the good relationship between the team members in the two departments and able to liaise effectively for other work matters.
- Staff’s moral and confidence level have been boosted to take on new challenges positively. The two SPSAEs were complimented in several occasions for their willingness to take on new roles and they had earnt new skills to take on supervisory role.

### Screening stations



## CONCLUSION

Crisis (Wei - Ji)

危  
Danger

机  
Opportunity

In this pandemic situation, it gives everyone an **Opportunity** to work together for a common objective.

The willingness of Team to learn new skills to **COPE** with challenging situation is much appreciated.

Team spirit demonstrated by two departments are highly commendable to promote **JOY at WORK**

When life gives you lemons, make *lemonade!*

Elbert Hubbard