

### **Project Title**

Entering the New Normal – Managing Organisation Personas

### **Project Lead and Members**

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- Moon Loh
- Tor Sow Khim
- Gary Tan
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### **Organisation(s) Involved**

KK Women's and Children's Hospital

### **Healthcare Family Group Involved in this Project**

Healthcare Administration, Nursing

### **Specialty or Discipline**

Safe Management Team, Workplace Safety, Risk Officer, Facility Management

### **Project Period**

Start date: May-2020

Completed date: Jan-2021

### **Aims**

To implement Safe Management Measures (SMM) across the whole hospital to prevent staff and patients visiting the hospital from contracting and spreading COVID-19 as well as ensure good patient experience and maintain operational effectiveness during the whole Pandemic

## **Background**

See poster appended / below

## **Methods**

See poster appended / below

## **Results**

See poster appended / below

## **Lessons Learnt**

See poster appended / below

## **Conclusion**

See poster appended / below

## **Additional Information**

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

## **Project Category**

Care & Process Redesign, Quality Improvement, Lean Methodology, Value Based Care, Operational Management, Resource Allocation, Risk Management, Adverse Outcome Reduction, Preventive Approach, Safe Care, Build Environment, Space Planning

## **Keywords**

COVID-19, Safe Management Measures, Visual Layout Markings, Space and Resources Optimisation, Policy and Procedure, Intranet Guidelines, Self-Help

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# Entering the New Normal – Managing Organization Personas



Singapore Healthcare Management 2021

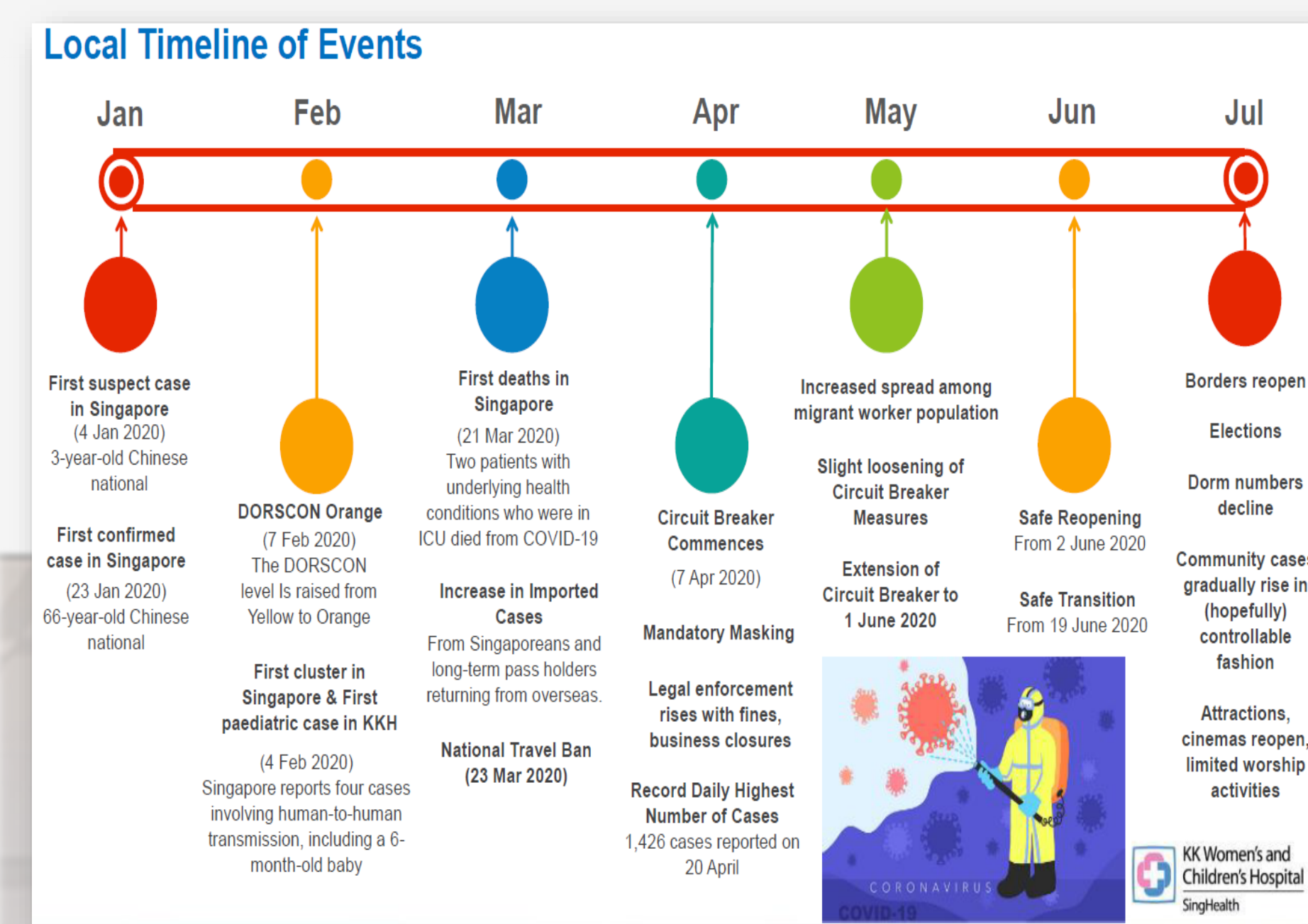
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KK Women's and Children's Hospital  
SingHealth

## Background

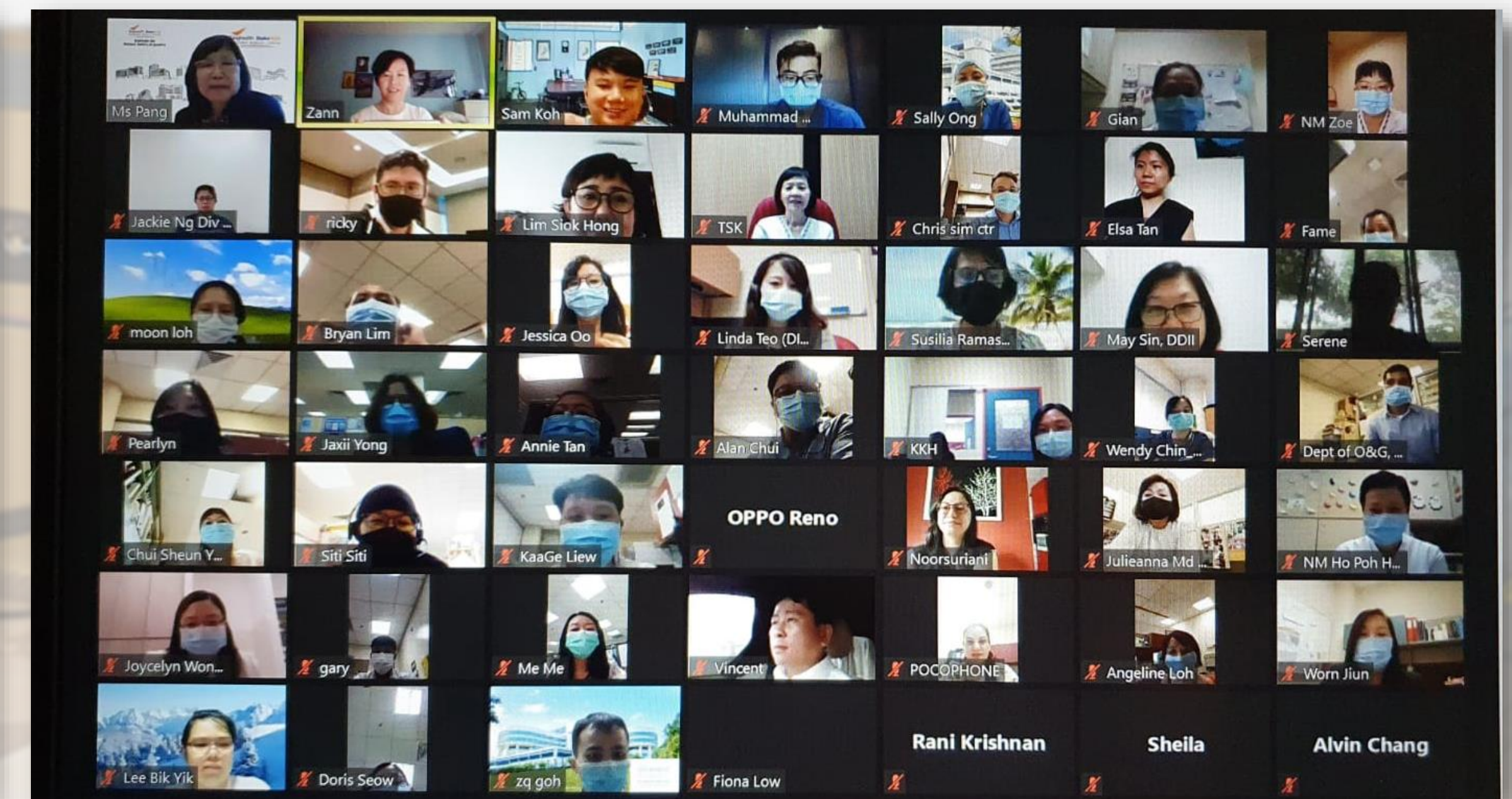
With the emergence of COVID-19, working in a hospital, staff are predisposed to higher risk of contracting the virus while caring for patients and carrying out their duties. As such, a Safe Management Team (SMT) consists of staff from workplace safety, risk officer, quality project implementation, nursing and facility management were formed and tasked to look into mitigating staff and visitors from contracting COVID-19 Infection.



**Designate SM Team & work in partnership with everyone**

Defining the roles and responsibilities

Roles	Responsibilities
Safe Management Officer	<ul style="list-style-type: none"> <li>Coordinate implementation of Safe Management Measures.</li> <li>Conduct Safe Management Audit (SMA).</li> <li>Ensure non-compliance(s) is rectified.</li> <li>Keep records of SMA and corrective actions.</li> </ul>
Safe Management Project Lead / Co-Lead	<ul style="list-style-type: none"> <li>Conduct SMA.</li> <li>Coordinate Safe Management Measures with department within the workplace.</li> <li>Provide guidance to departments on implementation of safe management measures.</li> </ul>
Safe Management Member	<ul style="list-style-type: none"> <li>Assist the Safe Management Project Lead / Co-Lead and departments in the implementation of Safe Management Measures.</li> <li>Provide feedback and updates on Safe Management Measures implementation.</li> </ul>
Division Risk Officers	<ul style="list-style-type: none"> <li>Ensure the implementation of Safe Management Measures within the Division / Departments.</li> <li>Support the implementation of Safe Management Measures recommended by the Safe Management Team.</li> </ul>
Risk Management Rep	<ul style="list-style-type: none"> <li>Conduct SMA of own Division/Departments.</li> <li>Document SMA reports.</li> <li>Assist in the follow up and closure of corrective actions.</li> <li>Update their Division Risk Officer and the Department Manager on audit findings.</li> </ul>

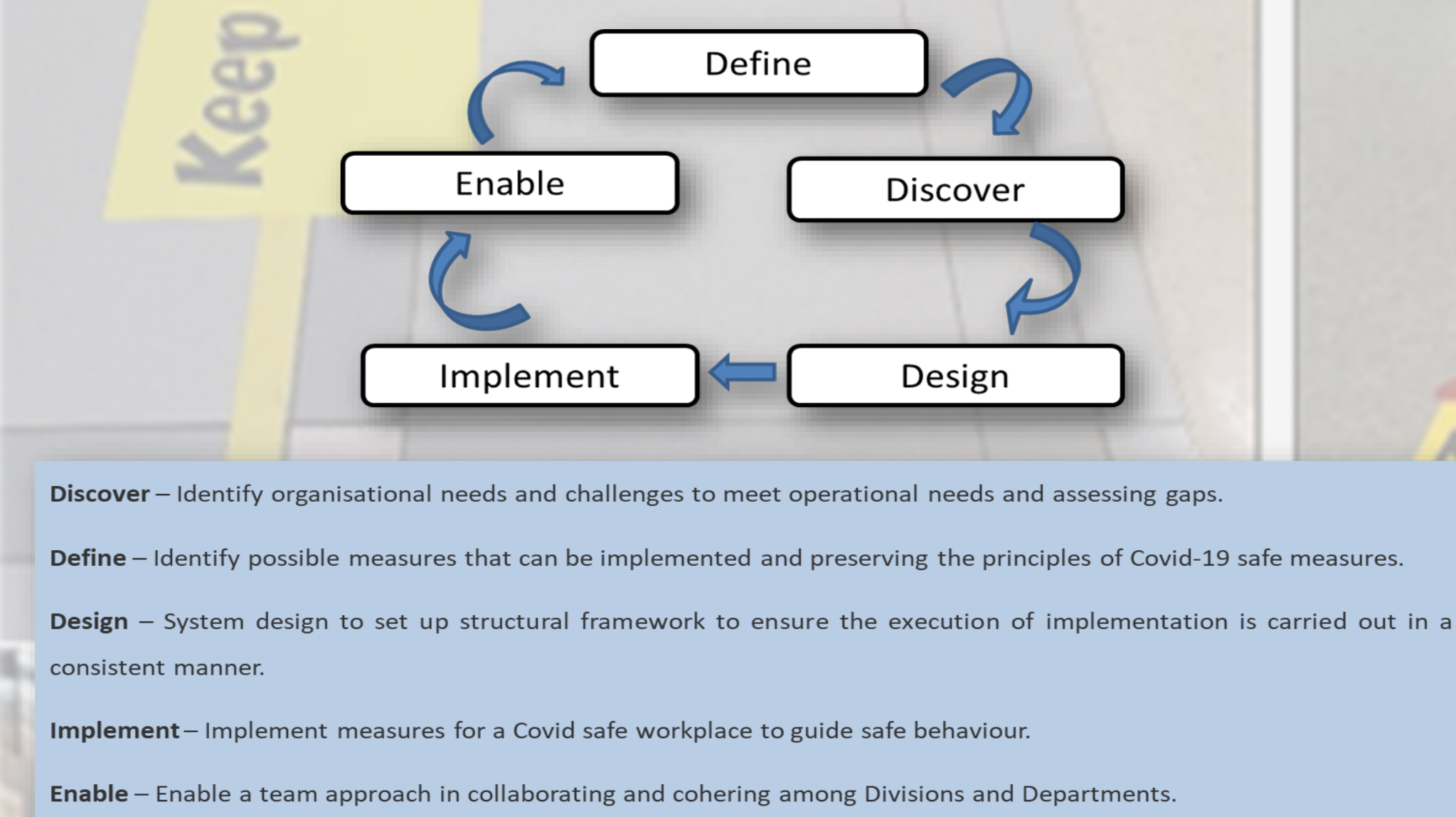


## Aim

The aim of this large-scale initiatives is to implement Safe Management Measures (SMM) across the whole hospital to prevent staff and patients visiting the hospital from contracting and spreading COVID-19 as well as ensure good patient experience and maintain operational effectiveness during the whole Pandemic.

## Methods

The team developed a simply risk management methodology to guide the team on how to perform the risk mitigation, there are 5 stages namely Define, Discover, Design, Implement and Enable. Lean 5S as well as guidelines for radiation safety were applied in the design of solutions. Regular site visits and meetings on virtual platform were conducted with risk management officers to clarify their concerns & queries.



- Social Distancing** – Min. 1 metre rule, Split Work Teams, Staggered Hours
- Barrier Distancing** – Masking & PPE
- Hygiene Distancing** – Hand Hygiene, Personal & Face Hygiene
- Activity Distancing** – Avoidance of Gatherings and Group Activities, Promotion of electronic and tele-activities & Work From Home
- Environment Distancing** – Safe Design, Layout and Environment Cleaning

**GUIDELINES ON WORKSPACE ARRANGEMENTS AND SAFE MANAGEMENT MEASURES**

**Risk Factors:**

- Time** – Duration of exposure – the length of time that employees are in proximity to each other.
- Distance** – Distance-Work areas in which employees are in close proximity will increase the rate of virus transmission.
- Shield** – Shielding-Employees working in open spaces (e.g. hot desks).

**Example: Clinic Layout Redesign Using LEAN 5S + Safety**

Before	After

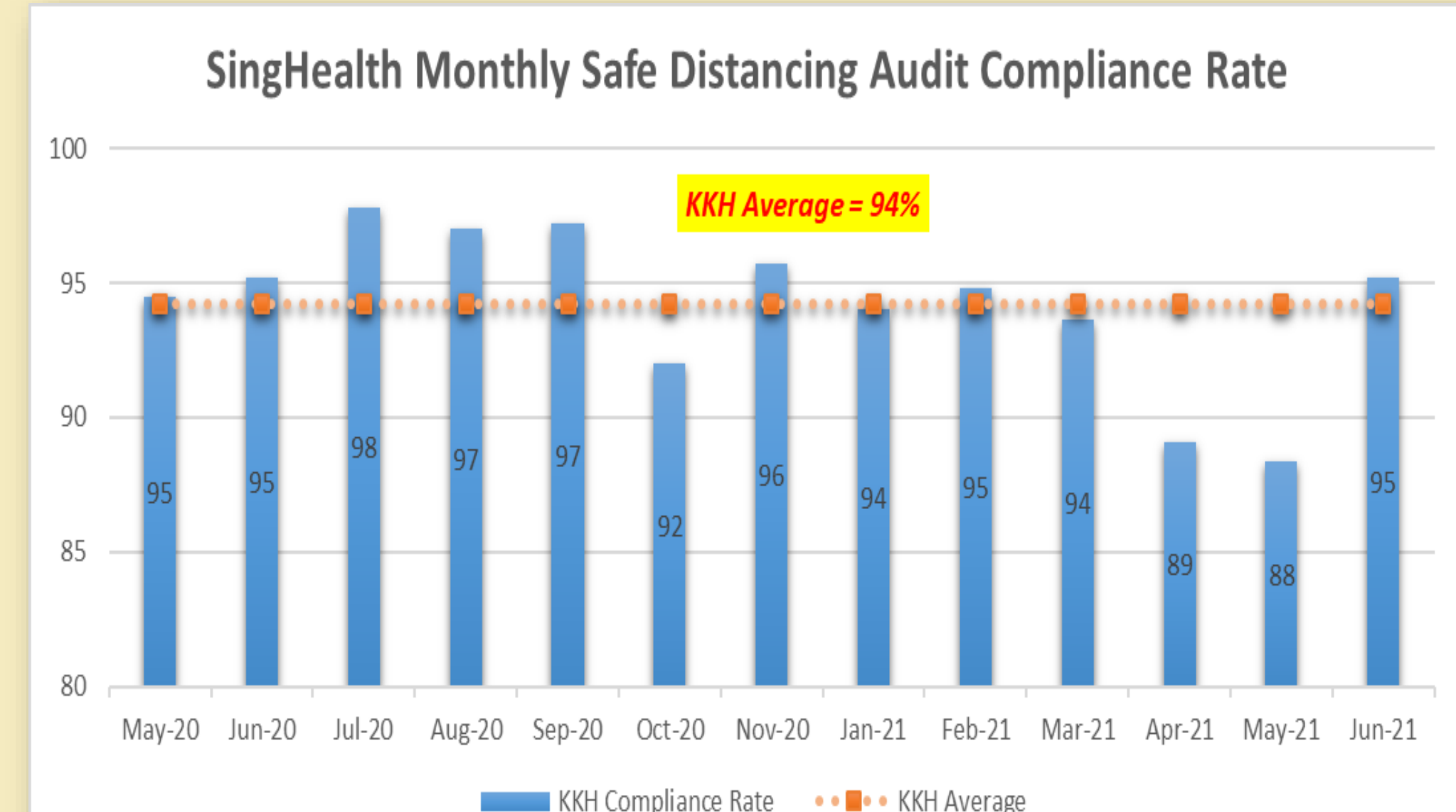
- Sort - Removed defective and unwanted chairs
- Simplify - Arranged chairs 1 metre apart to keep safe distancing
- Shine - Clean and wipe down chairs daily.
- Standardise - Lined up chairs in a standardised and neat order
- Sustain - Used demarcations to enable chairs to be placed in designated positions at all times
- Safety - Keep patients and staff safe from cross-infection; clear path to prevent falls risk

## Solutions

From the onset of COVID-19, the KKH SMT has worked closely with staff from the ground and implemented many interventions. From Visual markings to layout space and resources optimization, developed policy & procedure (P&P) pertaining to safe management measures so that best practices are standardized and spread across. latest safe management measures and government guidelines are published on the Intranet where for staff to self-help.

- Advisory on safe distancing at workplace (March 2020)
- Limit no more than 10 pax in a meeting facility
- Face to face meeting limit to 1 hour max
- Encourage hold meeting on virtual platform
- If physical meeting is unavoidable, it should be held at bigger and well ventilated venue
- Safe distancing (lines) had been placed at lockers located all tables, along the corridors throughout the hospital. This is to remind staff not to crowd around the lockers.
- Install transparent dividers at all parties and offices that doesn't meet safe distancing requirements
- Cooperative: Automated escalator handrail cleaner on trial at KKH
- Transit to new normal phase
- Conduct regular Safe Distancing Walkabouts and Audits to check for compliance and concerns from staff
- Redesign flow and layout to maximize space capacity and smooth operation before resumption of services
- Review processes and safety measures after Circuit Breakers
- Provide regular updates and reminders to all staff at various hospital platform
- Visual reminders are placed to remind staff to take care of personal hygiene as well as safe management
- Converted meeting, conference rooms and foyers to be alternate locations for staff to have their meals and rest during their breaks
- Developed Policy & Procedure (P&P) on safe management measures standards and uploaded reference to all staff on internal sharing & latest external guidelines

## Results and Conclusions



With the new requirement on mandatory use of TraceTogether App or Token in April 2021, the monthly safe distancing audits compliance rates have slightly dipped below 90% for month of Apr and May. However, the latest result in June 2021 has bounced back to 95% with the strong commitment by various stakeholders in conducting weekly audits to identify areas of improvement in their respective areas and SMT organized regular engagement sessions to address concerns and uncertainties raised by the ground. KKH is able to achieve an overall average of **94% COMPLIANCE RATE** with the multi-pronged approach, and this strategy also help us to ensure that initiatives implemented are useful and practical in aiding the actual operation needs & constraints on the ground. People are our key asset for transformative change and it must be co-driven by the people. The attitude of people can have a strong impact sustaining the good effort, thus having SMT alone would not effective to drive system change in complying with the mandated safety management measures to achieve results.