

Project Title

COMPLETE – COMPLETION of Exit and TERMINATION Process

Project Lead and Members

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- Constance NG
- Olivia LIM
- Willie LIM

Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group(s) Involved in this Project

Healthcare Administration, Pharmacy

Applicable Specialty or Discipline

Human Resource, Security

Aims

To achieve 100% of items returned upon exit clearance for Pharmacy staff within 9 months.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Project Category

Organisational Leadership, Human Resource, Staff Management

Keywords

Exit Clearance, Company Property, Lean Methodology

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COMPLETION of Exit and Termination Process

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1. BACKGROUND

Exit clearance (specific to the return of company's properties) for staff leaving SGH is currently not strictly enforced. The responsibility is on departments to return all properties held by staff (specifically the SGH Staff card, name tag and dependent card) to HR by the staff's last day of service. However, only 50% of such properties were collected back. This may result in potentially compromising the security of the hospital.

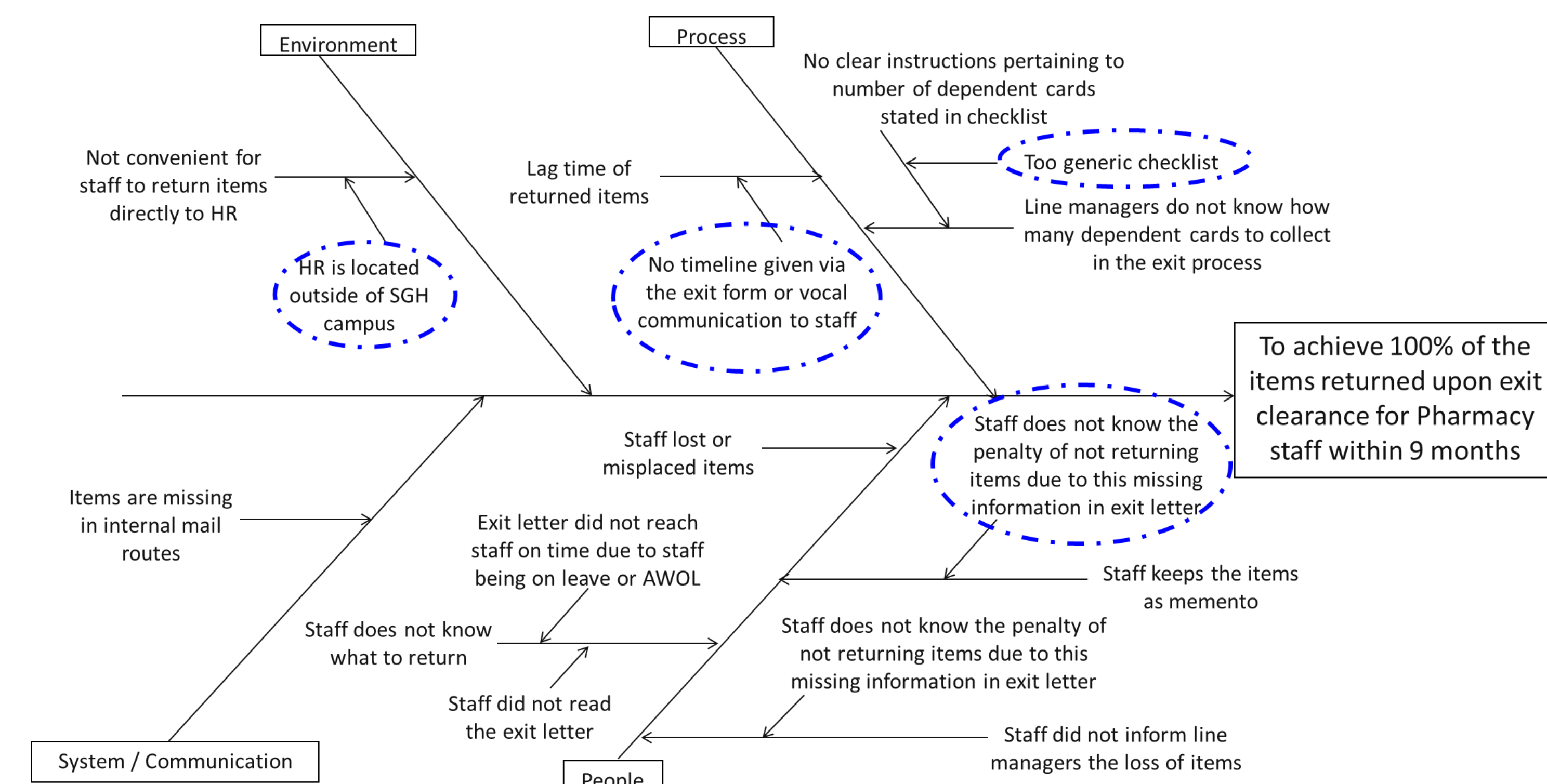
The Pharmacy department was selected for this project as it allowed us to cover the range of scenarios which may be encountered across different categories of staff.

2. PROBLEM STATEMENT

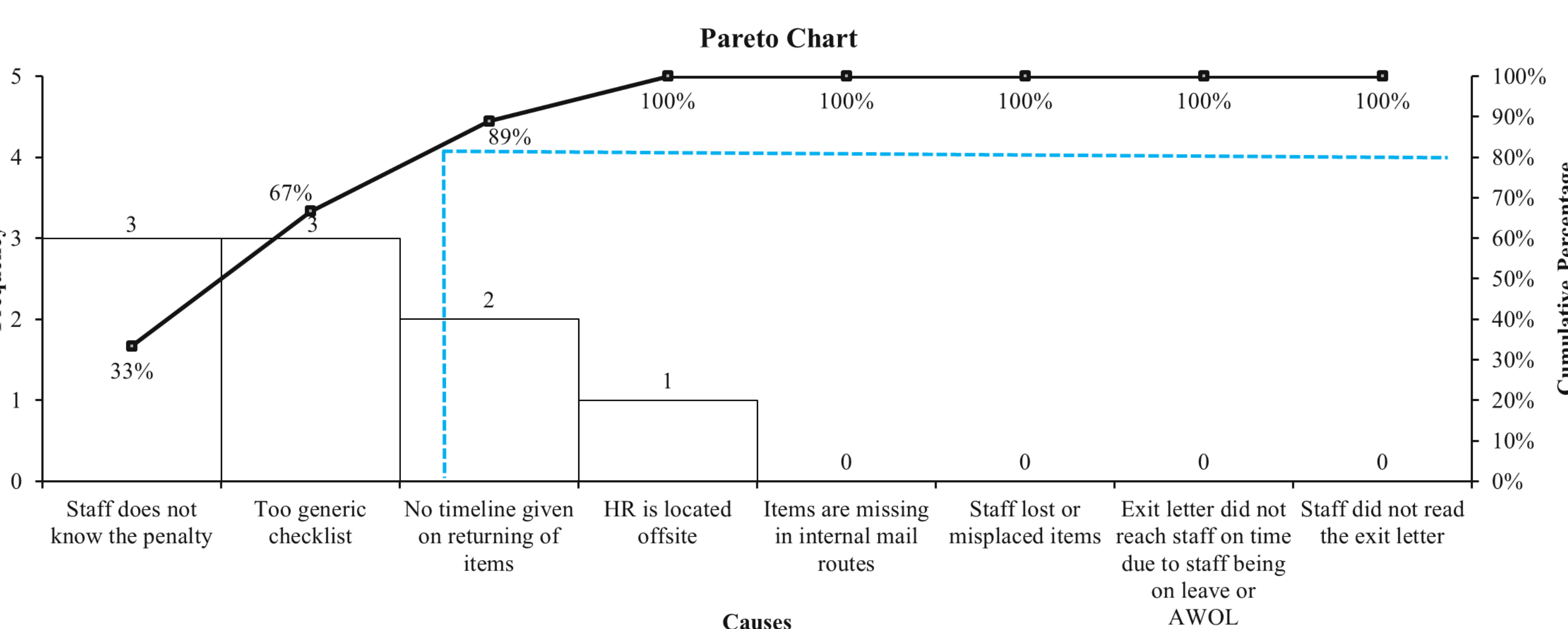
To achieve 100% of items returned upon exit clearance for Pharmacy staff within 9 months.

3. METHODOLOGY

The team identified the root causes of the problem using the cause and effect diagram.



A multi-voting was conducted to prioritize the root causes and the results are shown in the Pareto chart.



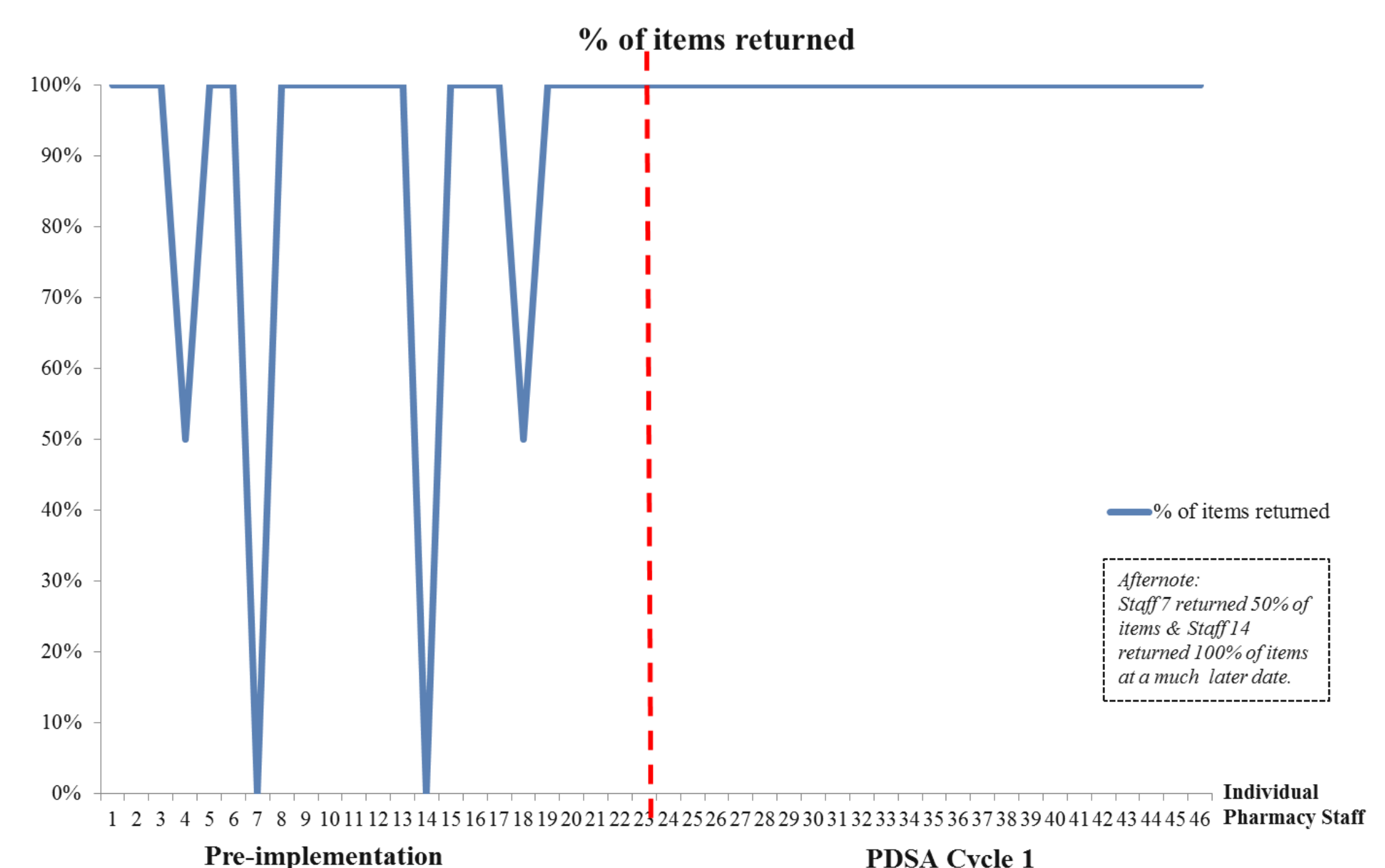
The team decided to introduce a revised Termination and Handover Checklist which consists of the following:

- 1 Breakdown of checklist into different sections
- 2 Clearer instructions on the return of non-HR issued items
- 3 Clearer instructions on the return of compulsory items to HR
- 4 The number of Dependent Medical Benefit Cards to return to HR based on HRIS records
- 5 Contact person for any loss of HR-issued items

Section	Termination Clearance	Hand Over (Please ✓ accordingly)		Received by Name / Date Received
		Yes	NA	
Hospital's Properties				
2	To be returned to Dept: Handphone / Laptop / Name Stamp / Locker or Office Keys / Storage media / iPad			
B	(* delete items which you were not issued with)			
	Other items (specify details)			
To be returned to HR:				
Please inform Lum Xin Ying at Ext. 5893 immediately if staff did not return any of the items under this section. ← 5				
	Staff Card			
C	Name Tag			
	Dependent's Medical Benefit Cards (0) ← 4			

4. RESULTS

The results and feedback gathered from Pharmacy supervisors showed that the 1st PDSA cycle was effective.



In summary, the following outcomes were achieved:

Revised checklist is useful for supervisors when collecting company's properties to be returned to HR

Prevent staff who have left the organisation from misusing company's properties

Staff and patient safety are not compromised

Supervisors are aware of the personnel in-charge to inform for the loss of company's properties

5. CONCLUSION

During the course of the project, the team discovered other related issues, such as Pharmacy emailing Security separately to terminate staff card access when a staff resigns. Even though these were outside the scope of the project, the team managed to streamline and remove duplication of work.

The team has introduced the revised checklist to all departments in the Hospital, and this has proven to be beneficial when conducting exit clearance for staff.

