

# G.R.O.S.S.

GET RID OF STUPID STUFF

At the heart of G.R.O.S.S. is Simplification

## Launched

1 June 2023

## Why G.R.O.S.S.?

- **Make Work Sustainable**  
For Our People & Our System
- **Empowering Staff**  
to Lead and Make the Changes They Want to See at Our Workplace

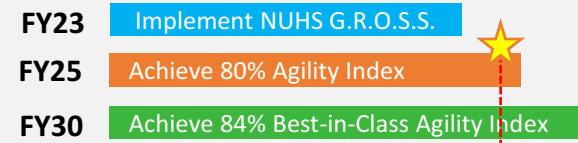
## What is G.R.O.S.S.?

A ground-up NUHS-wide effort to address key pain points in daily work by stripping away unnecessary complexity and wasteful activities that consume our time and resources but provide no value.

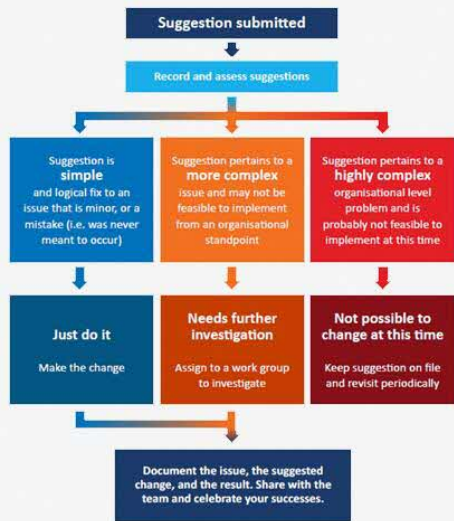
**1-Eliminate, 2-Simplify, 3-Automate**

## Goal

**Workplace Transformation**  
Staff can perform their work efficiently and increase productivity through redesigned/ streamlined processes.



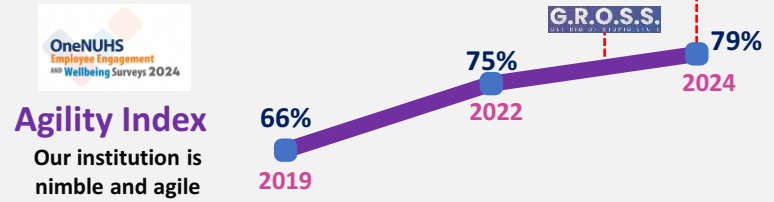
## How G.R.O.S.S. Works?



## G.R.O.S.S. in Numbers



## FY24 Achievement



## What Staff Say About G.R.O.S.S.?

A key driver for improving productivity and staff well-being!

Work redesign and streamline work processes, G.R.O.S.S.

The G.R.O.S.S. initiative has been very good, but appears to be more effective in reducing wasteful ground processes. More can be done to reduce red tape and make our institution more nimble.

Look at the current work processes and see how we can streamline them. The current G.R.O.S.S. Double-Double project is a good way of boosting productivity!

Productivity: Continue to pursue G.R.O.S.S. and ramp up digitalisation within NUHS.

I love G.R.O.S.S. when it's done right and not being used as a grievance channel.

Continue to G.R.O.S.S. (with or without rewards) - increase continuous process improvement mindset / attitude (especially in the support functions such as procurement, HR, employees claims process, etc).

I think G.R.O.S.S. is great in increasing productivity. More initiatives of this kind at department level perhaps?

## Making G.R.O.S.S. A Sustained Campaign

- **Leadership Commitment** : Every staff suggestion is reviewed by DY CE NUHS before assigning to senior management evaluator(s)
- **Communication** : Acknowledgement on Day 2 and Update on assigned evaluator on Day 7, 100% follow-through for every suggestion
- **Recognition** : NUHS G.R.O.S.S. Incentive Awards, Appreciation Event, Publicity via multiple channels at very regular intervals

## Simple Yet Impactful

## Workplace Transformation

**Because of G.R.O.S.S.**  
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**Improved Billing and Approval Process**

Implemented true-up or true-down principle to enable monthly invoices to be processed timely, eliminating the need to match individual line item in monthly invoice against allocated budget

**THE IMPACT**

- Reduce invoice processing turnaround time by 2 months
- Save 20 man-hours annually

Jimmy Lee, Catherine Seow, Pang QI Jun, Lawrence Cheng, Daniel Tan

**Because of G.R.O.S.S.**  
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**Medical Group Therapy for Medically Stable Patients**

Going beyond 1:1 fixed manpower planning norm to reach out to a greater pool of patients, even during times of high occupancy rates

**THE IMPACT**

- Continued Care for Medically Stable Patients
- Enhance Teaching Experience for Physiotherapy Students
- Optimise Resources Tower B L11 Gym

NTFGH Physiotherapy Department

## Cost Containment

**Because of G.R.O.S.S.**  
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**LAN points will no longer be installed as default at AH**

Instead of installing LAN points as default, the IT Wireless First @ AH initiative has implemented that LAN points will only be installed for non-WiFi capable devices or desktop computers at critical patient fronting areas.

**THE IMPACT**

- 33% Estimated cost avoidance of \$350,000 in FY24

Our G.R.O.S.S. Ambassadors: (From left) Kong Dji Shun, Keith Tan, Joseph Pang, Jeyarajasekaran Venkatesan, Patrick Chang, Neo Hui and Jhan Heng

You can make an impact too! Submit your G.R.O.S.S. suggestions via the We Care app or email [grass@nuhs.edu.sg](mailto:grass@nuhs.edu.sg).

## Environmental Sustainability

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**Zero Expired Blood Tube Wastage**

Improved inventory management and ordering optimisation by tracking and analysing consumption patterns

**THE IMPACT**

- Halved expired blood tubes discarded
- Save 566.4 CO2 avoidance
- Save 188.8kg cut waste

AH Materials Management

## Care Redesign

**Because of G.R.O.S.S.**  
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**NUP patients can now receive medical documents via password-protected emails**

Instead of travelling down to the polyclinic to collect medical documents in-person, patients and their next-of-kins can submit request via NUHS App and receive medical documents via password-protected emails.

**THE IMPACT**

- Greater convenience to patients and their families
- Reduced carbon footprint

Our G.R.O.S.S. Ambassadors: Anish Fatmahan and Susan Ho

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## Automation, IT, RPA

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**Pharmacy audit form has been digitalised**

Instead of manually submitting hardcopy audit forms for approval, the NUH Pharmacy has digitalised the audit process, allowing for automated routing and data tabulation.

**THE IMPACT**

- Savings of >9,000 man-hours in administrative work per annum
- Improved tracking with full audit trail

Our G.R.O.S.S. Ambassadors: (From left) Zhao Xuehong, Simba T, Harshita, Jay Yong, Ng Kai Hin, Cheong Tan and Aarong Ng

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