

## Objectives

The triple objectives are:

1. To upskill/upgrade our ancillary staff, so that they acquire new knowledge and deeper capabilities
2. A systematic and robust training and competency assessment framework
3. Achieving equally good patient experience if not a better experience.

## Team Members

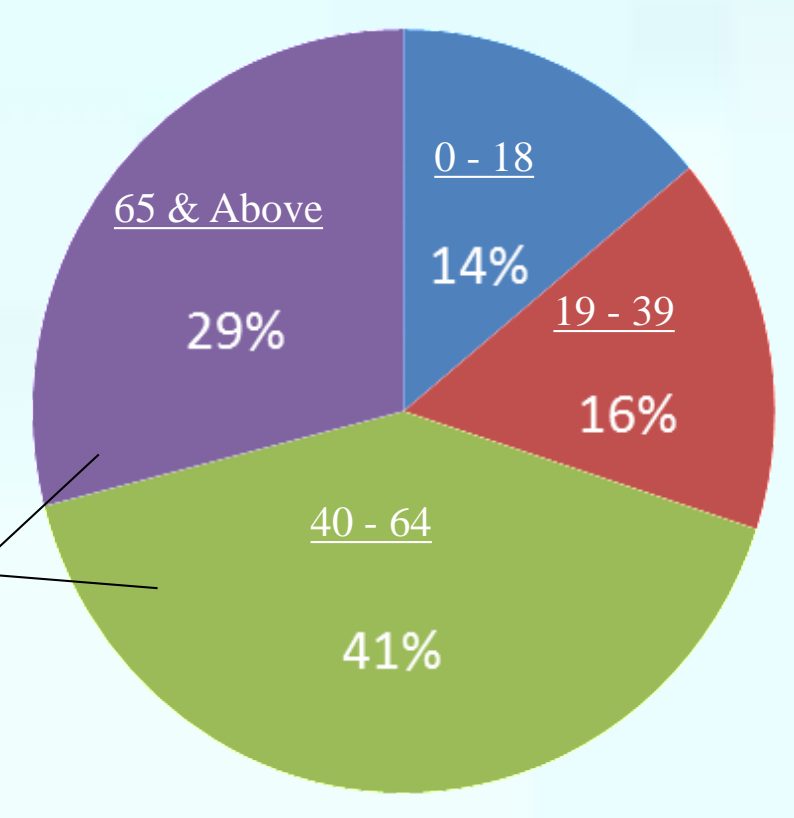
Team	Name	Designation	Department
<b>Team Lead</b>	Ben LAU	Snr Manager	HQ Operations
<b>Team Members</b>	Cynthia WONG	Snr Manager	HR
	TAN Seok Peng	Manager	Clinic Operations
	CHONG Hui Jia	Snr Manager	Clinic Operations
	Joan LEE	Manager	Clinic Operations
	Jeff CHIA	Asst Manager	Clinic Operations
<b>Sponsor</b>	Dr Simon LEE	COO	Operations

## Background

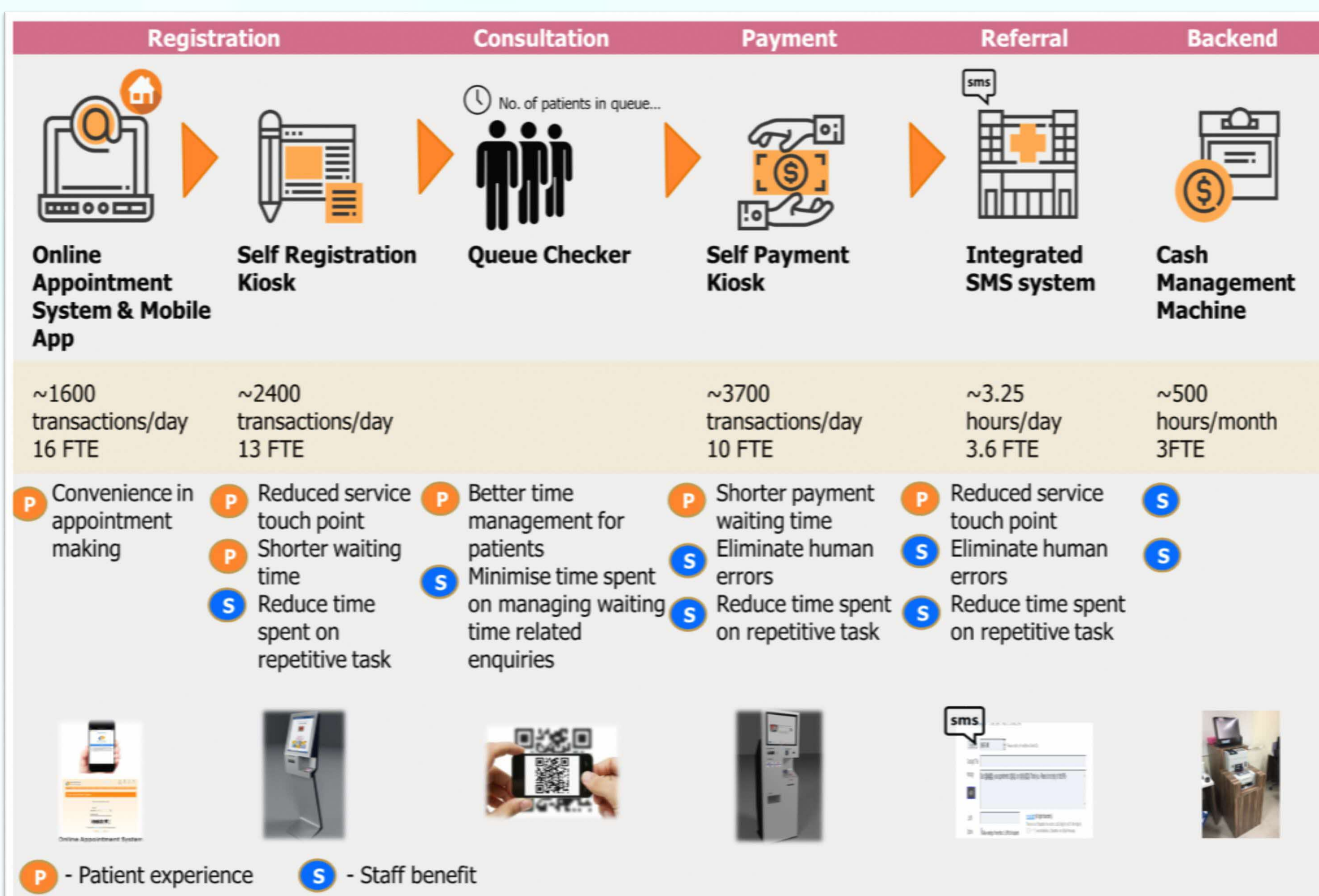
The "Silver Tsunami" will affect Singapore economically, social and financially

- Economically- a shrinking workforce as result of an aging population;
- Socially- a higher demand for healthcare as the population ages;
- Financially- higher spending on healthcare to support our seniors.

70% of NHGP patients are 40 years old & above



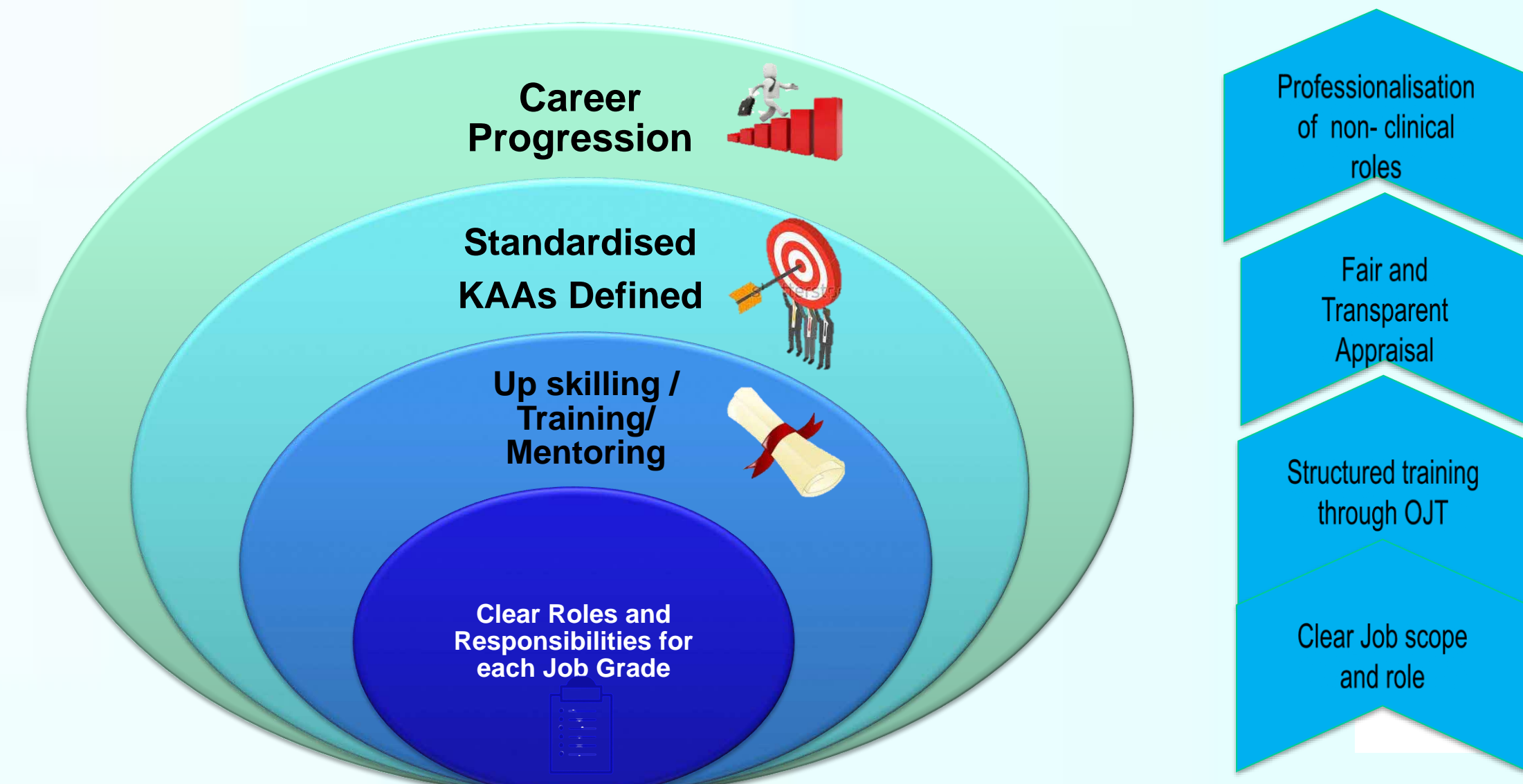
National Healthcare Group, Polyclinics (NHGP) went through rapid transformation using IT & automation to improve patient's journey, effectively freeing up to total of 45.6 headcounts to focus on patient-centric services.



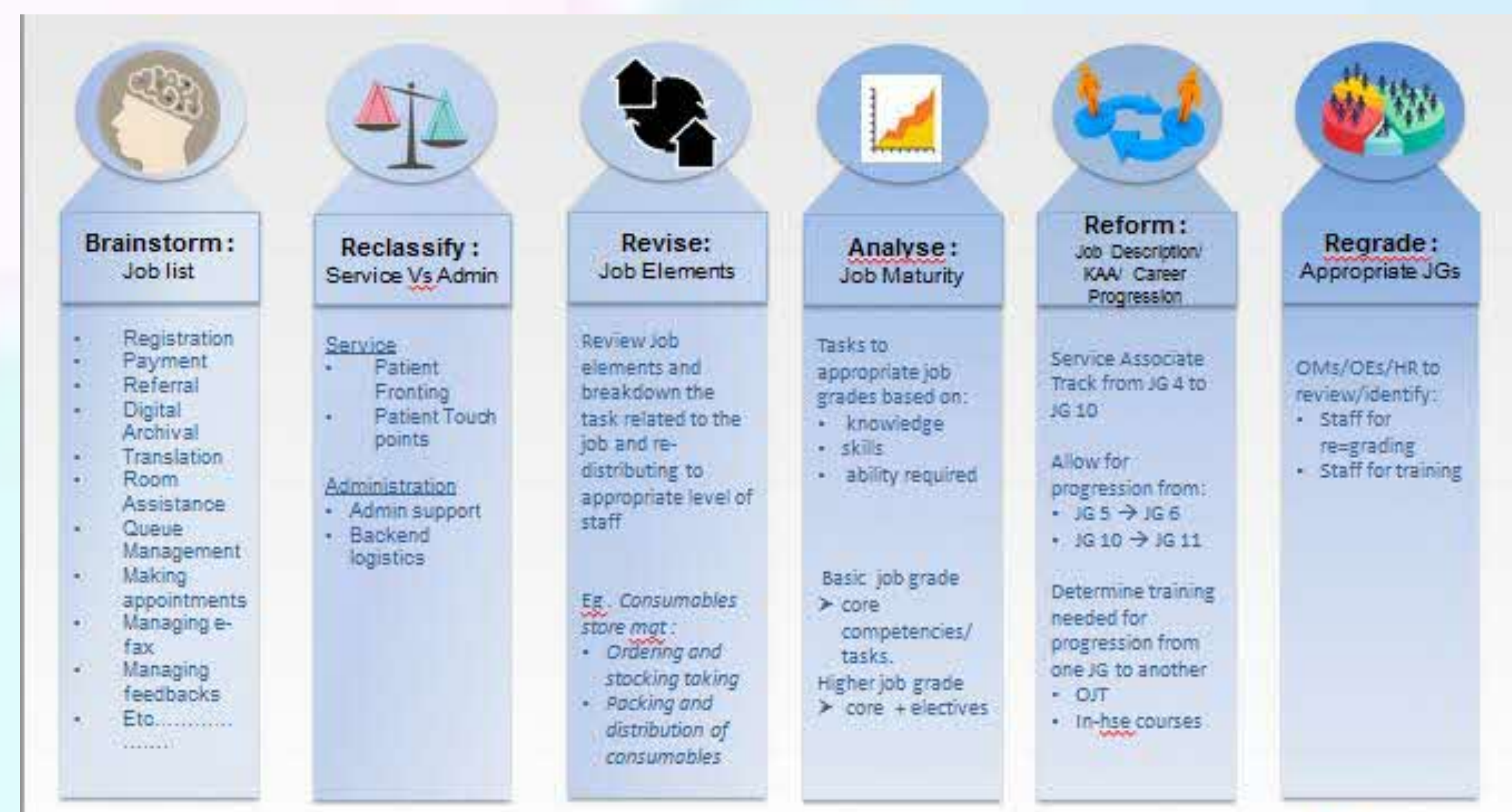
With same number of staff

- Manage the year-on-year increase in patient volume
- Provide patient focused quality services
- Expand staff's job scope through job re-design

## Job Re-design Goals

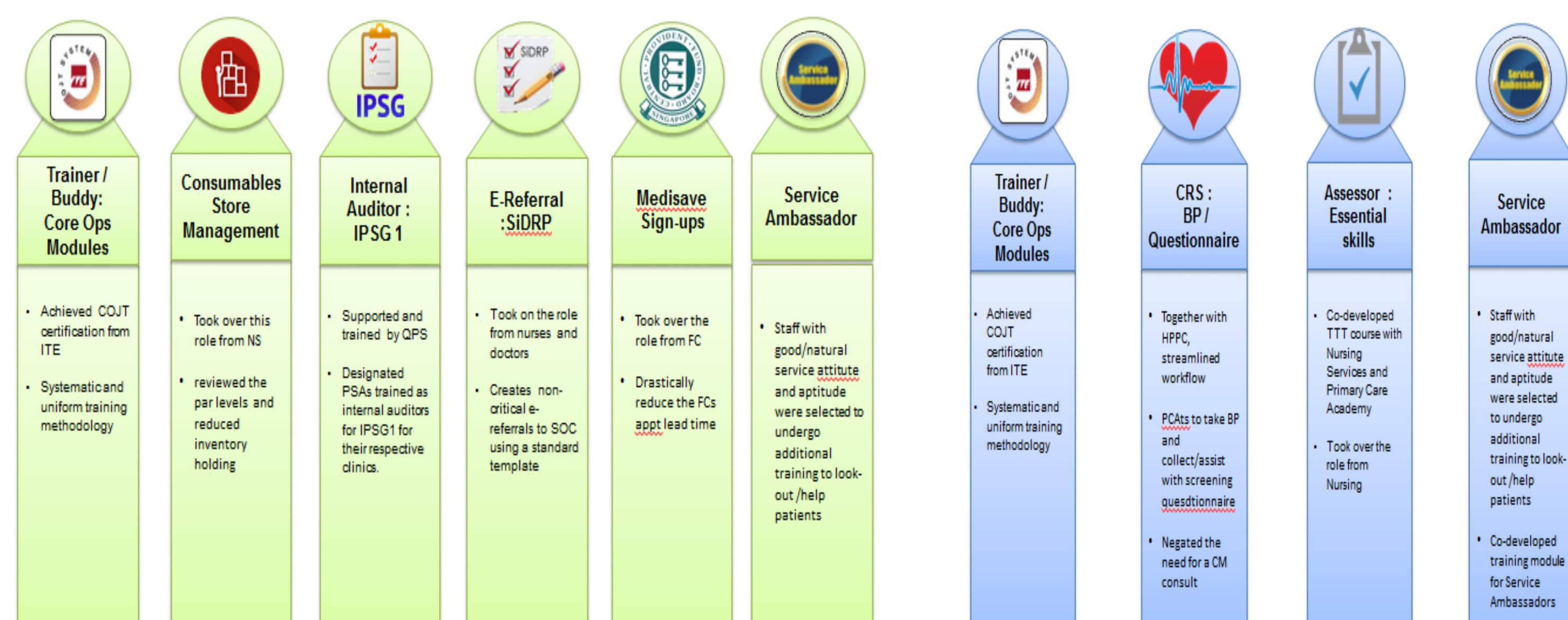


## Job Re-designed- The Process



## Ancillary Staff : Taking on Extended Roles

➤ Patient Service Associate (PSA) taking on value-added /expanded roles    ➤ Patient Care Assistant (PCA) taking on value-added /expanded roles



## Result

- 1) With the acquisition of new knowledge and deeper capabilities, employees were able to **command a higher salary and benefits package** in a high demand industry such as healthcare.
- 2) **Cost avoidance through ancillary staff job re-design :**

S/N	Tasks	Tasks previously managed by	Task currently performed by	Manpower cost avoidance
1	Management of Consumables Store	Nurses	Patient Service Associates	\$ 27,957.60
2	Creating referrals (specific) to Specialists Outpatient Clinics	Doctors	Patient Service Associates	\$ 385,278.00
3	BP/BMI measurement, administer Coronary Risk Screening questionnaire	Nurses	Patient Care Assistants	\$ 4,835.72
4	Assessor for Essential skills	Nurses	Patient Care Assistants	\$ 16,509.00
5	Medisave Signups	Financial Counsellors	Patient Service Associates	*
<b>Total</b>				<b>\$ 434,580.32</b>

\* performed by same level (JG) of staff



## Sustainability

- Annual refresher training and competencies assessment are carried out for essential skills.
- Consumables store audits and annual stock take to ensure the store is managed proficiently by designated staff.
- Quarterly progress meeting and updating with staffs involved in SOC referrals and Medisave schemes.