



Singapore Healthcare Management 2018



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Enhancing Staff Recognition in GME



INTRODUCTION

The call for nominations and submissions from Group Service Quality (GSQ) were coordinated mainly through Office of SingHealth Academy (OSHA). Two of the main staff awards involved are the Singapore Health Quality Service Award (SHQSA) and SingHealth You Shine Award.

In the past, staff award nominations in GME were requested on an ad-hoc basis, with no oversight by the department on the past award recipients and current nominees submitted by various supervisors.

Similarly, records of staff compliments were not consistently tracked as there was an absence of a standard procedure for documents submission and reporting in place.

A new workflow is needed to ensure that GME HQ is able to exercise control over the nomination process, so that all residency staff, especially the supervisors are kept aware of the procedures involved and actively participate in the recognition of staff's contributions whenever possible.

AIM

With the increasingly number of ACPs and staff in GME (120 staff), there are more layers of discussions and reviews needed by various supervisors to ensure that deserving staff are being acknowledged and rewarded for their efforts. Due to the tight submission deadlines, and the absence of a clear submission procedure, this was often met with challenges.

The new workflow is created to achieve the following aims:

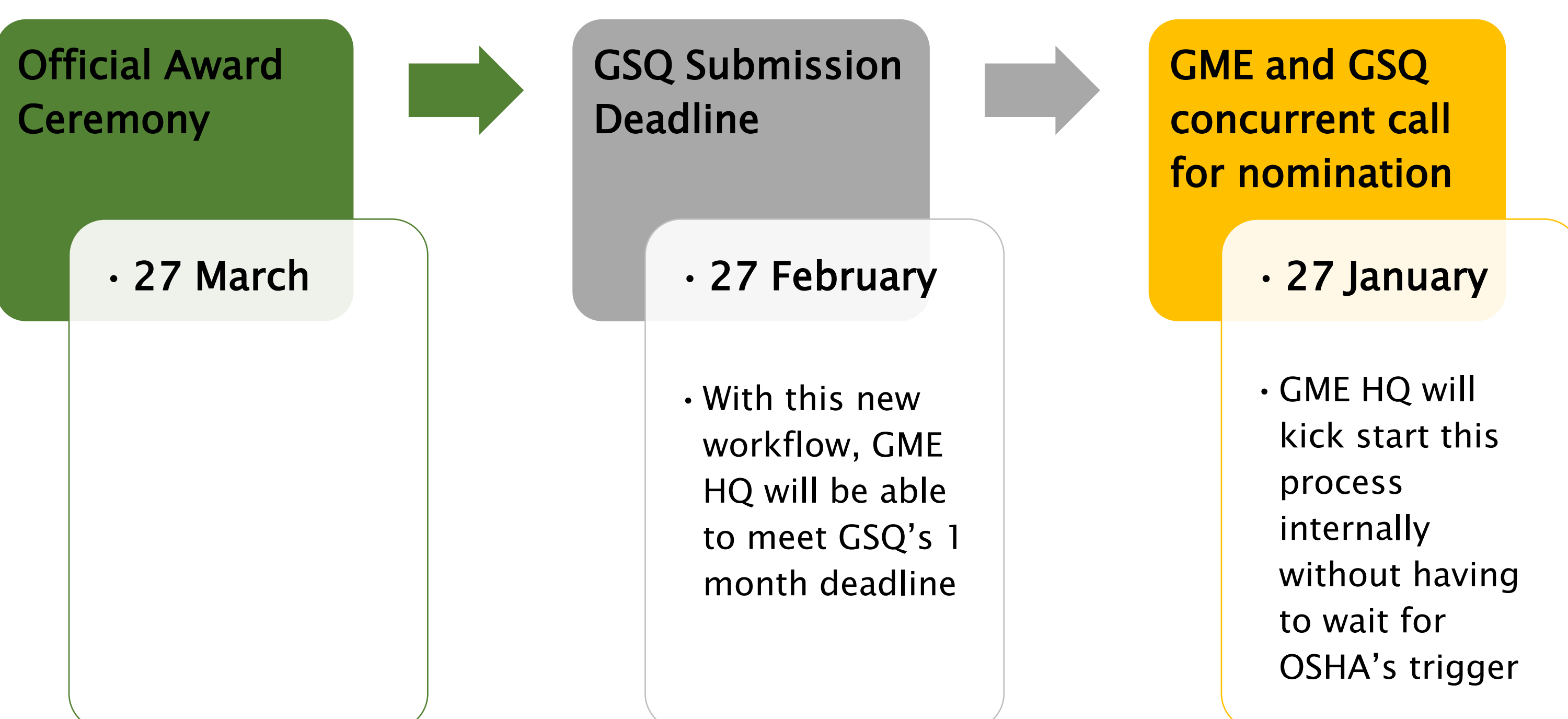
- I. To establish a standard timeline for GME HQ to call for staff nominations so that staff's achievements can be timely recognized,
- II. To ensure that the supervisors are aware of the procedures involved in the submission process, and
- III. To ensure all staff compliments and past award recipients are being tracked regularly by GME HQ.

METHODOLOGY



GSQ's official call for nominations is generally 2 months prior to the actual award ceremony date, and the subsequent trigger from OSHA may come in around 1-2 weeks after GSQ's email.

To ensure that GME HQ is able to meet OSHA's and in turn GSQ's deadlines, GME HQ has liaised directly with GSQ for them to send the updated list of staff e-compliments pertinent to that particular nomination 2 months prior to the actual award ceremony date. This means that GSQ and GME HQ will start the nomination process concurrently, with the latter starting the process before OSHA's official email trigger.



Upon receipt of the updated staff e-compliments from GSQ, GME HQ will kick start the nomination process internally, giving the supervisors up to 1 month's time to submit the nominations.

A central repository for all past award recipients is also updated regularly for the supervisors to refer to whenever there is a call for staff nominations. The tracking of all staff compliments is also made possible as staff now has a clear workflow of who to submit their individual hardcopy/ email compliments to (other than e-compliments on Infopedia).

RESULTS

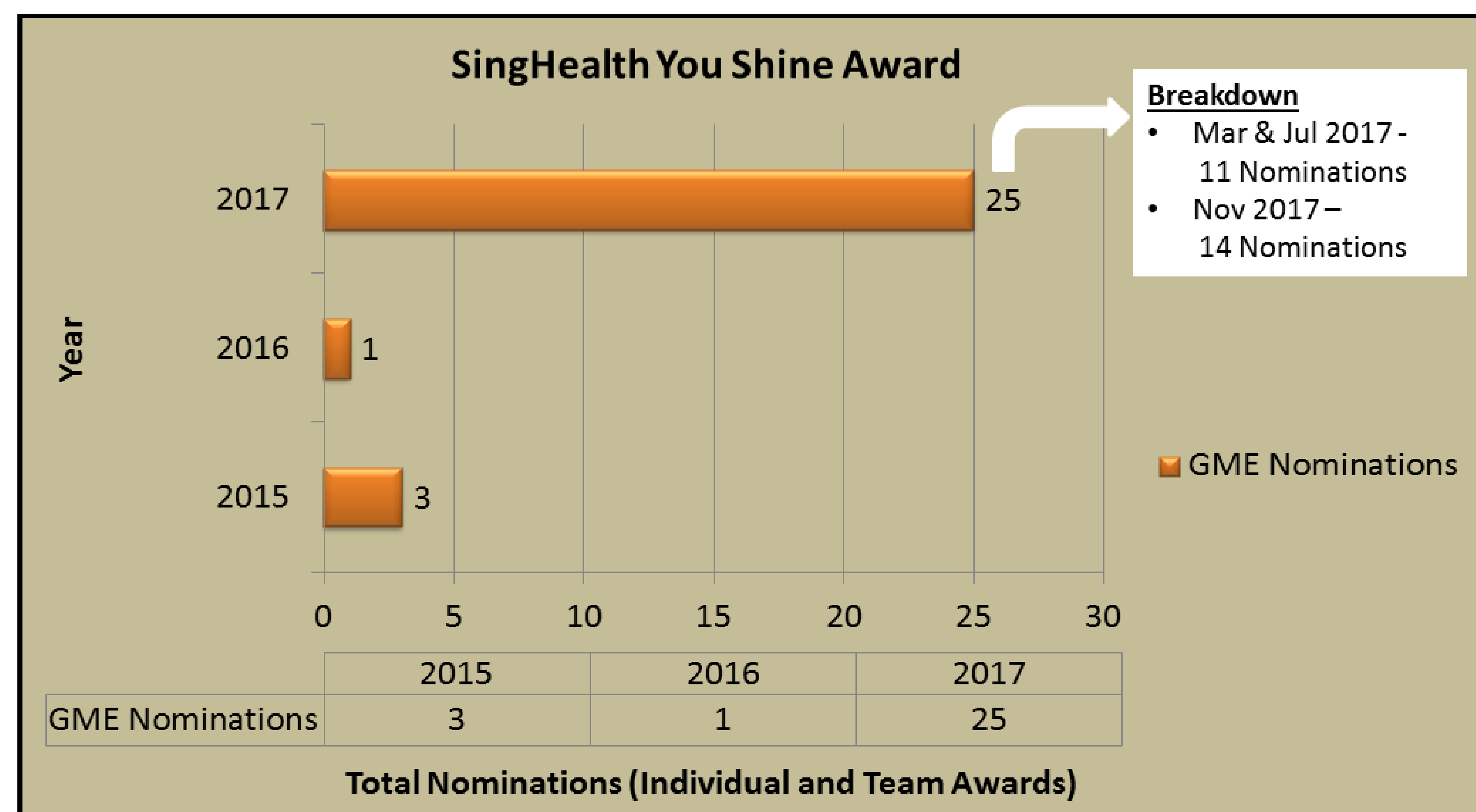
The new workflows have enhanced the quality of the staff nominations as more time is now given for the supervisors to return with their submissions. The maintenance of a central repository of past award recipients and staff compliments now equips the supervisors with complete information, and successfully minimizes cases of repeated nominations.

Chart 1 below shows how the number of GME nominations for You Shine Award had significantly risen in 2017, when this workflow was being first introduced in August. To narrow it down, the immediate round of nomination (November 2017) following the new workflow had recorded 14 nominations in a single round alone. This is more than half of the March and July 2017 nominations combined.

In 2017, there were a total of 25 nominations versus 1 and 3 nominations in 2016 and 2015 respectively.

Together with the establishment of a new workflow for the submission of staff compliments, these would inherently boost long term workplace motivation as staff's achievements are timely and officially recognised.

Chart 1



CONCLUSION

The extended timeline in the new nomination workflow has allowed staff nominations to flow smoothly through the approval lines.

Not only has it greatly improved communication and coordination between the ACPs and GME HQ, most importantly, the ease of assessing the information and submitting the nominations has inherently inculcated a culture of staff recognition within GME.

This practice assures all staff that their daily work are being officially acknowledged, and boosts the overall employee morale and productivity in GME.

