



# Working on Weekends and Public Holidays ?

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## INTRODUCTION | BACKGROUND

Health Information Management Services (HIMS), the department that is open 24/7/365. Two decades ago, the role of HIMS was mainly that of retrieval and filing of medical records. The role has since expanded to more information base such as DRG coding, medical reports etc. Nevertheless, 24/7/365 service to retrieve medical records continues and staff are required to manage the weekends and Public Holidays' duties. This group of staff that takes turns to manage the duties has dwindled over the years. Several factors that resulted in the reduction are:-

- Staff who had left are not replaced with staff who voluntarily take on the duties.
- As the duties are voluntary and not mandatory for all staff, the swapping of duties for another had resulted a further reduction of staff being on actual duties.

This becomes a concern as it is not sustainable in the long run. With more attrition and aging staff, the pool will reduce further if intervention was not made. Even though the staff are covered by overtime pay, it nevertheless causes fatigue.

## METHODOLOGY

Analysis were made based on the history & background and using the "Why" methodology. The underlying basis that results in a small pool of staff scheduled for the duties is this:-  
 It is solely the purview and responsibility of a section within HIMS and not the responsibility of all staff in HIMS.

## AIM

This project is the whole process of change management in human resources i.e. encourage staff (especially those whose main responsibility is not on retrieval of medical records) to join the weekend cum Public Holidays' duty. The principal aim is to address the issue of sustainability of weekend & Public Holiday's duties and reduce the number of times per staff has to perform per year from 7.5 times to 3 times per staff per year.



## SOLUTIONS

Brainstorming and discussions were held to explore how to increase the pool of staff. Several ideas were explored e.g.

- [1] Include all staff from other sections within HIMS
- [2] Employ weekend duties staff (requires new workplan and recruitment)
- [3] Re-arrangements of job duties of afternoon shift during weekday so that they can cover some of the duties during weekends.

Due to the constrains in manpower resources, the group focused on including all staff and re-arrangements of job duties.

## HOW???

How we implemented the solution? How did we engage the staff who had never perform the weekend/PH duties to join in?

- [1] We held many discussions with all the sections & all level of staff. And we engaged them.
  - [2] We explained the issue, concerns, the matter of fact and rationale. The main issue being the unsustainability.
  - [3] We heard their concerns and reasons. And we addressed them.
    - The matter of fact that this is the duties of HIMS and not just a section of staff.
    - The rationale is that with more people joining in the duties, the number of times a staff need to perform the duties will be about 2 times a year.
    - The staff will be trained and for a start they will be partnering with an experience staff.
    - The duties are changed to 6hrs per slot, rather than the original 8hrs or 12hrs slots.
  - [4] We appealed to their understanding that this to re-distribute the workload evenly and that the whole department is involved.
    - Trial run in Nov 2015 was successful and that gave confidence.
    - Training sessions were scheduled for all I staff.
    - The duties of the afternoon shift during weekdays have been re-arranged to cover one slot of the Saturday afternoon. Thus further reducing the number of slots to be filled.
- [4] PDSA cycles were used to fine-tune on the schedules between teams such that it is evenly distributed. E.g. instead of scheduling individual staff, the scheduling was by teams and each team will manage their own schedule. Thus distributing the tasks of scheduling to several staff.

Nov 2015 trial was well received!

Duties	Requirement	Challenges and Expected Responses
Tracing of eRMR requests <input checked="" type="checkbox"/> For ward admission only <input checked="" type="checkbox"/> Ortho notes are only required to trace for WD 64A, WD 75 and WD 76. <input checked="" type="checkbox"/> Caution: Do not trace for Research or other Miscellaneous reasons	Valid UserID for: <input checked="" type="checkbox"/> eRMR <input checked="" type="checkbox"/> SAP 800 <input checked="" type="checkbox"/> QAS <input checked="" type="checkbox"/> e-Porter	<input checked="" type="checkbox"/> In the event if staff encounter requestor destination and ward does not tally. Please do not trace. <input checked="" type="checkbox"/> Go to eRMR, click "close", remark as wrong destination and re-queue. <input checked="" type="checkbox"/> In the event of encountering threats by callers to trace miscellaneous or bogus request, staff are required to endure and not to release casenote.
To expedite portering for Transplant Centre and Labour Ward <input checked="" type="checkbox"/> To request porter using e-Porter	<input checked="" type="checkbox"/> SGH ACCESS CARD For him/her to access the HIMS premises as well as event to Clinic premises for letting the Porter in and out.	<input checked="" type="checkbox"/> If Non-HIMS staff are found within HIMS, identify the person and kindly ask him/her to leave the premise. Seek help from the security. <input checked="" type="checkbox"/> Important phone numbers <input checked="" type="checkbox"/> SGH Security: x3999 <input checked="" type="checkbox"/> FIRE: x4000 <input checked="" type="checkbox"/> IT helpdesk: x986 <input checked="" type="checkbox"/> In case of fire or pipe leak: X4000

• Training provided.  
 • Buddy system.

## RESULTS | CONCLUSION

From the start of the trial run 2015 till date, 91 additional staff had either performed the duties or at least been scheduled for the upcoming duties. This has relieved the load from the original 33 staff. Even though with the change of 8hrs (Sat) & 12hrs (Sun/PH) to 6hrs slots for Sat, Sun and PH has resulted in more schedules (number of times per year) to be filled by staff. With increase in number of staff joining the pool, it has improved the original **7 times per staff per year to 2.5 times per staff per year.**

*Conclusion:- People are willing to change if there are open discussions & communications with clear explanations and reasons, coupled with appeal to the staff in resolution of an age-old problem. When staffs are involved in the solution making, things can change.*

***This poster is specially dedicated to all SGH HIMS staff. Their commitment and dedication.***