



Singapore Healthcare Management 2017

Implementation of flexible working hours in a subsidized medical ward has increased staff satisfaction and quality of patient care.

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Introduction

The flexible shift working roster was introduced March 2015 in an acute subsidized medical ward at Changi General Hospital involving all nurses in the ward. The nursing team comprises of Senior Nurse Manger. Nurse Clinicians, Registered Nurses, Enrolled Nurses and Patient care Assistant

Problem

Today, nurses are striving to meet work life balance between career and family. With the current 3 rotating shift working hours, nurse face difficulty to meet these commitments.

AIM

- To give nurses ample rest period between back to back shift.
- To enhance 3 rotating shifts to be more attractive to nurses.
- To utilise more nurses during peak nursing activity period.
- To improve quality of patient care
- To promote nurses satisfaction and work life balance

Methodology

Staff were consulted and feedback collated on their preferred working hours



Proposed few roster codes with consult from TrendCare nurse and Nursing Administrators



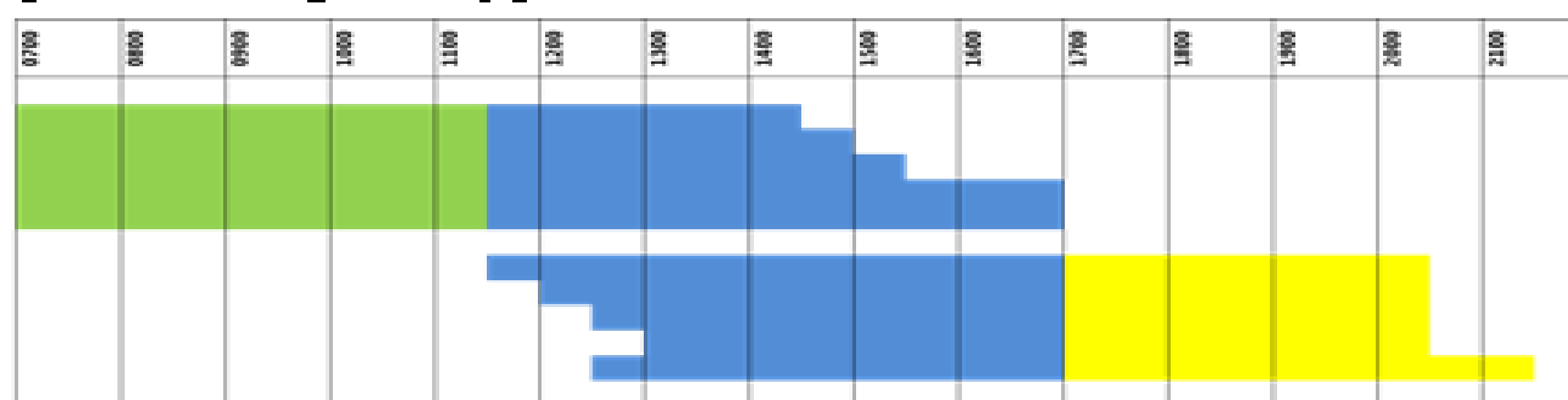
Work process redesigned to suit flexible working hours.

Methodology

Previous Roster Codes		Proposed Roster Codes	
Codes	Hours		
M3	0700hours - 1600hours	M1	0700hours - 1500hours
A7	1300hours - 2200hours	M2	0700hours - 1530hours
N	2100hours - 0730hours	M3	0700hours - 1600hours
<div style="border: 1px solid black; padding: 5px; margin-bottom: 5px;"> Redesign Work Processes </div> <ul style="list-style-type: none"> ✓ Changes in medication timing for morning and afternoon shift. ✓ Implementation of new workflow for overlapping period. ✓ Changes in handover timing 		A5	1300hours - 2100hours
		A20	1200hours - 2100hours
		A18	1100hours - 2000hours
		FN10	2000hours - 0800hours
			(with 1.5 hours break time)

Results

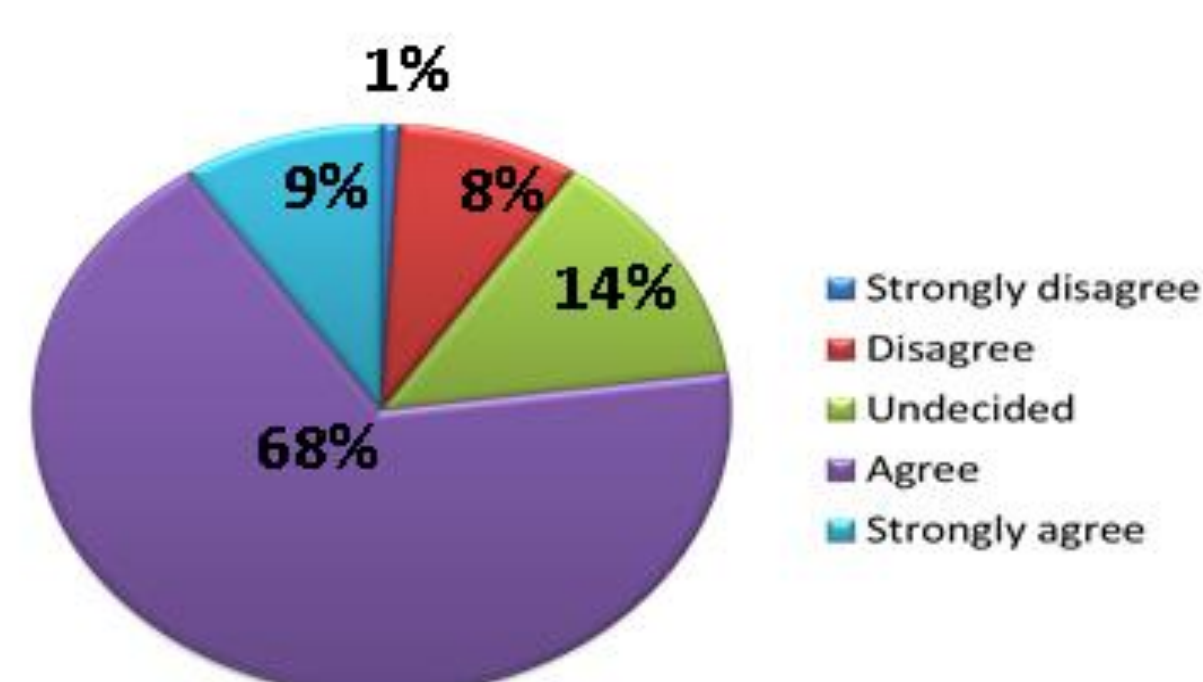
The blue indicates the high number of nursing manpower during peak nursing activity period (1200 hours - 1600 hours).



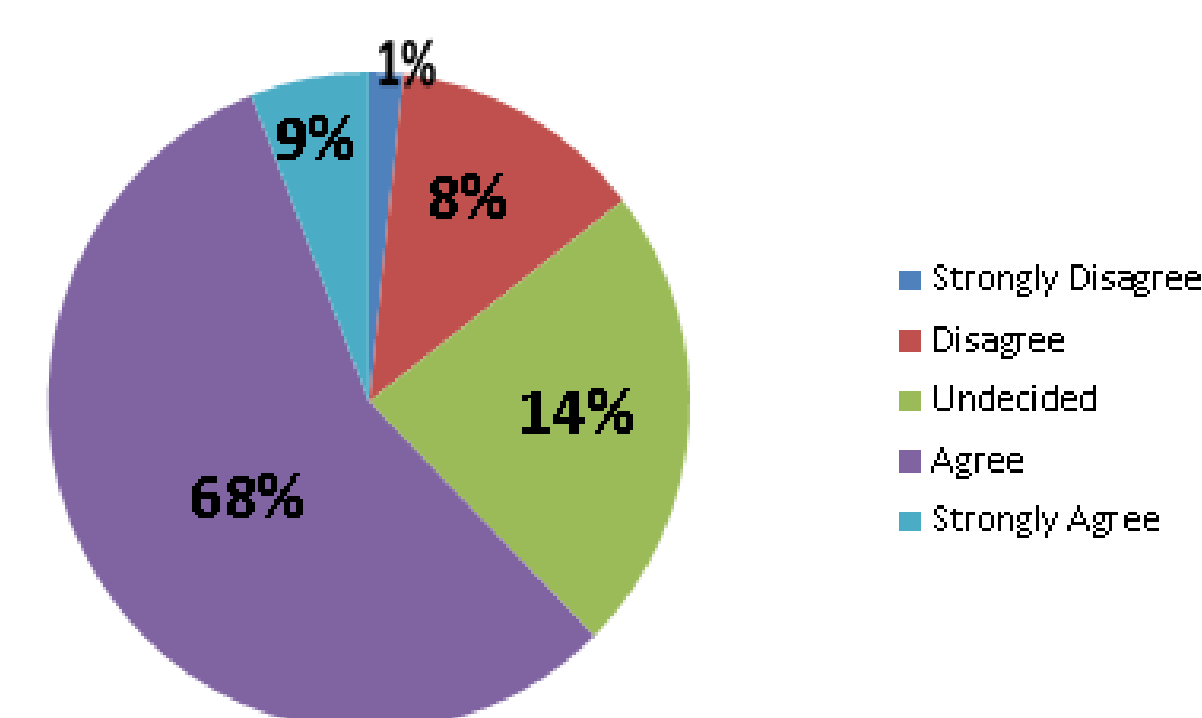
Benefits of overlapping period

- ❖ An additional manpower provides efficiency in patient care.
- ❖ Overlapping period provide coverage for morning shift staff to go for meal break.
- ❖ Staff able to attend trainings and in services.

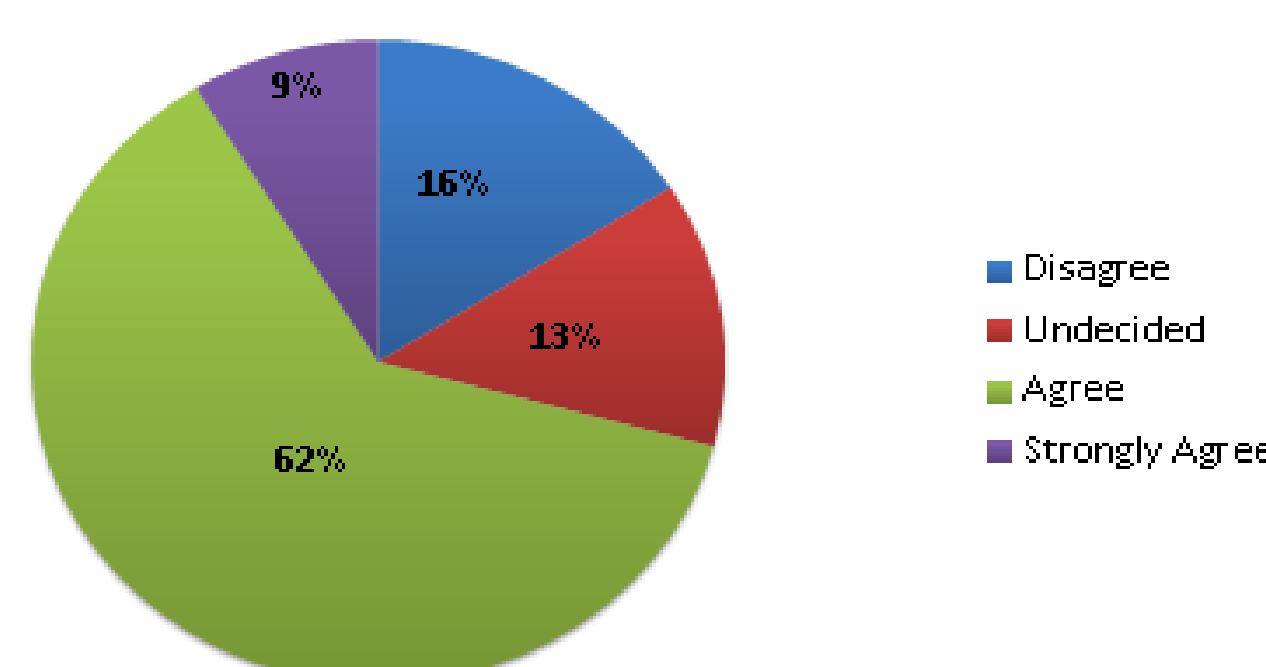
Quality of Patient Care Improved



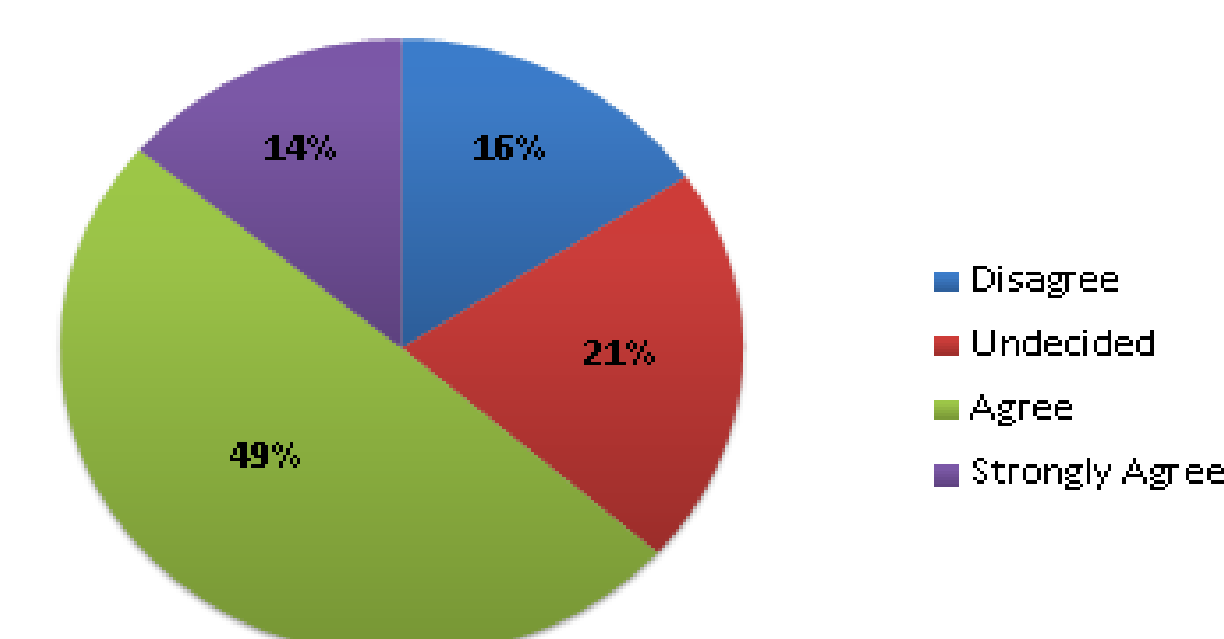
Manpower more evenly distributed



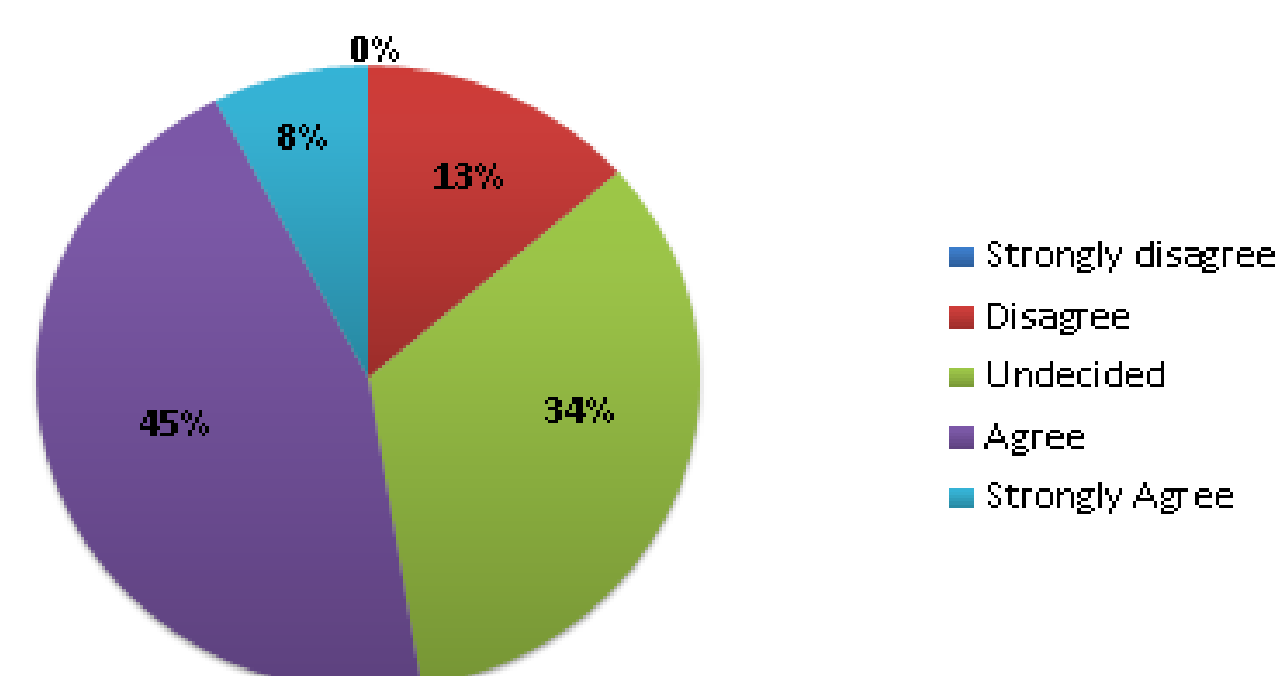
Manpower better deployed



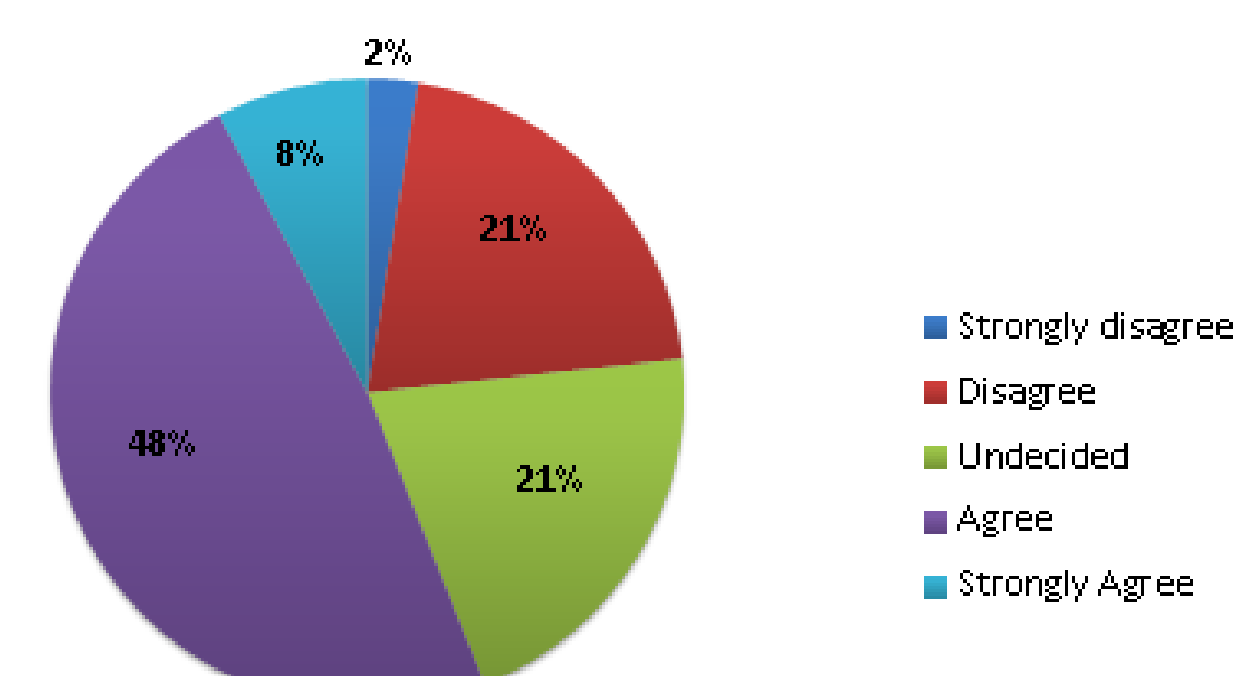
Able to rest more between back to back shifts



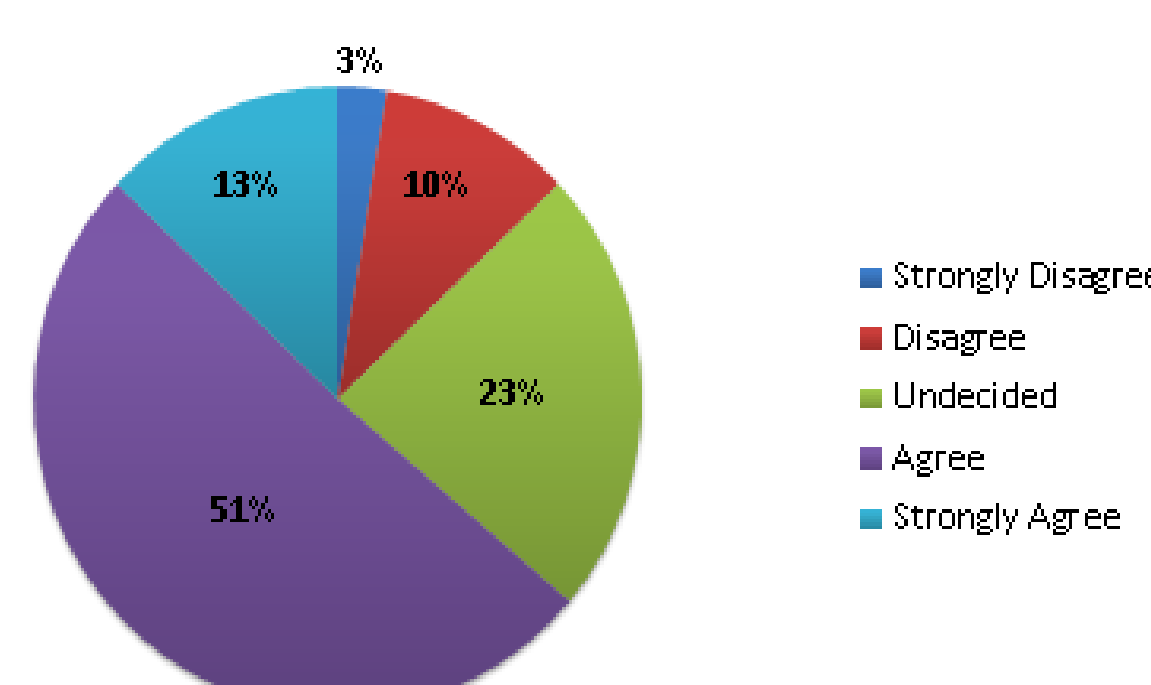
Greater control over work-life balance



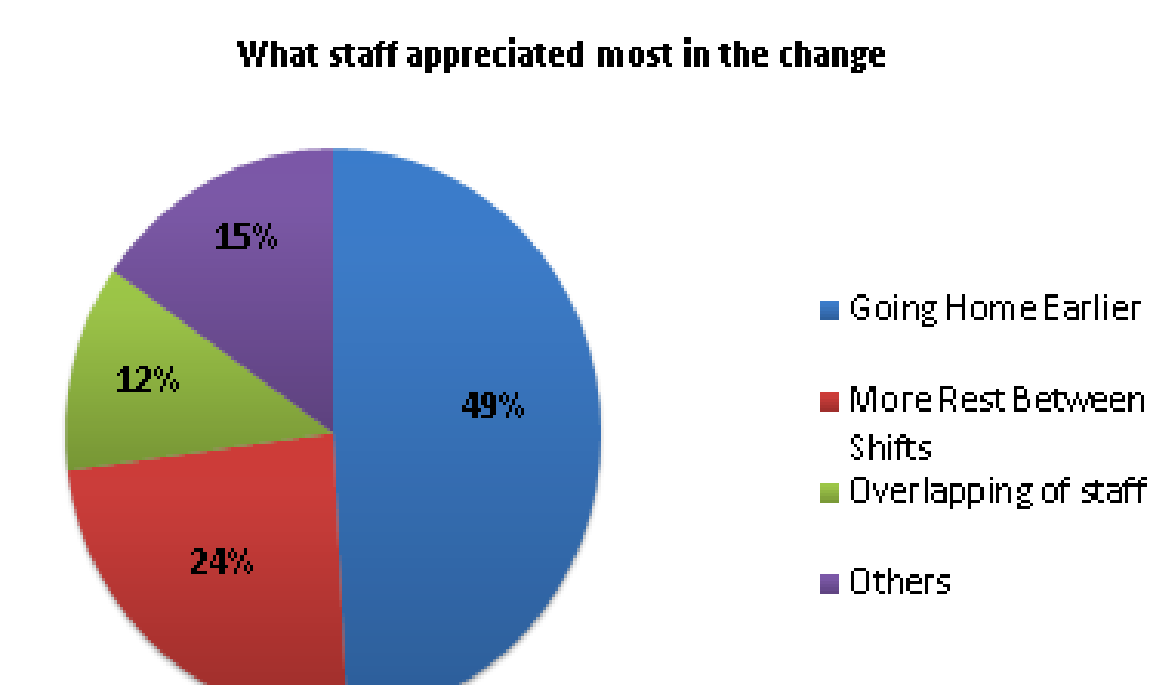
Feel less fatigued doing 3 shifts system



Staff prefer continuing this shift system



What staff appreciates most in the change



Conclusion

Flexible working hours has increased nurses satisfaction, engagement and commitment to the department. Reduced burnout has increased the quality of patient care.