



Singapore Healthcare Management 2017

Competent Staff = Happy Patients

Stephanie Ng
Sanniah Bte Khamis
Gayathri D/O Somu
Team Trainers
Changi General Hospital, A&E Operations

1. INTRODUCTION

A&E department has 4 main job functions – Registration, Appointment Scheduling, Bed Management and Admission, handled by 6 different teams of PSAs (Patient Services Associates).

Training for new PSA/function is dependent on the availability of any senior PSA and/or a need to learn new function. A new PSA is deemed as trained after 1 day of backroom training, followed by 2 weeks of attachment at the counter and is expected to perform independently after that. As there are no continuity and ownership of training in the department, there is no proper follow-through for the staff's training and recurring mistakes are evident from the various teams/staff which are a concern.

2. PROBLEMS

"It is good for training to be consistent for new hirers"
PSA Ayu

Multiple mistakes

Patients are inconvenienced

"Keen to take on trainer role if there is opportunity"
PSA Seri

"Good to have guideline for trainers"
Snr PSA Majidah

Staff morale is affected

Downstream departments are impacted

"Wants to reduce mistakes made to 2 per staff but how?"
Asst Sup Sann

3. AIMS

- a) To improve the standards and quality of work through a systematic internal training framework
- b) To ensure staff are competent in various functions when performing their duties

6. CONCLUSIONS

A systematic training framework, coupled with new job roles for selected senior PSAs, serves to improve both quality and staff morale.

Happy staff = Happy patients!

4. METHODOLOGY

a) Set-up of A&E In-house Training Unit (without additional headcount)

Creation of new role – Master Trainer (MT)

Roles & Responsibilities of MT: Develop / update the training documents for the various functions and to coach team trainer

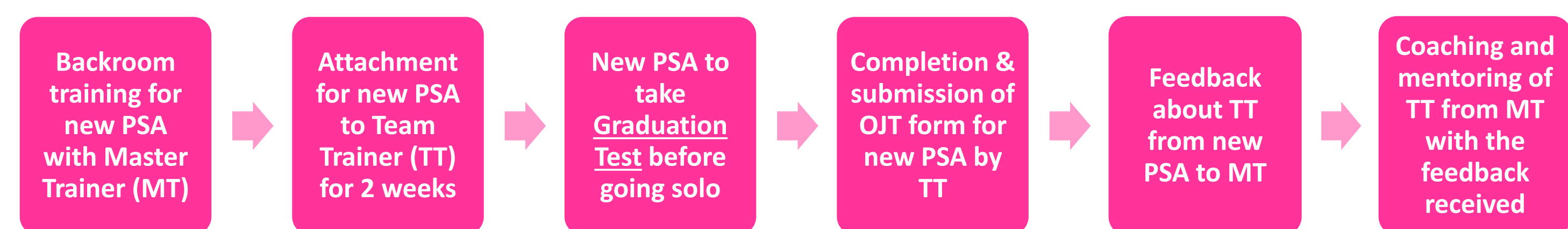


Creation of new role – Team Trainer (TT)

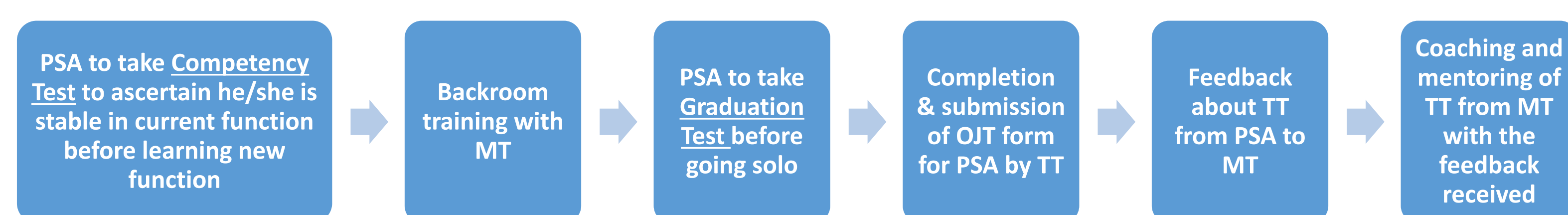
Roles & Responsibilities of TT: Train new PSA/function and to take ownership to address any mistakes made by the team members and monitor staff to ensure no recurring mistakes

b) Set-up of a systematic internal training framework

For new PSAs – learning the first function



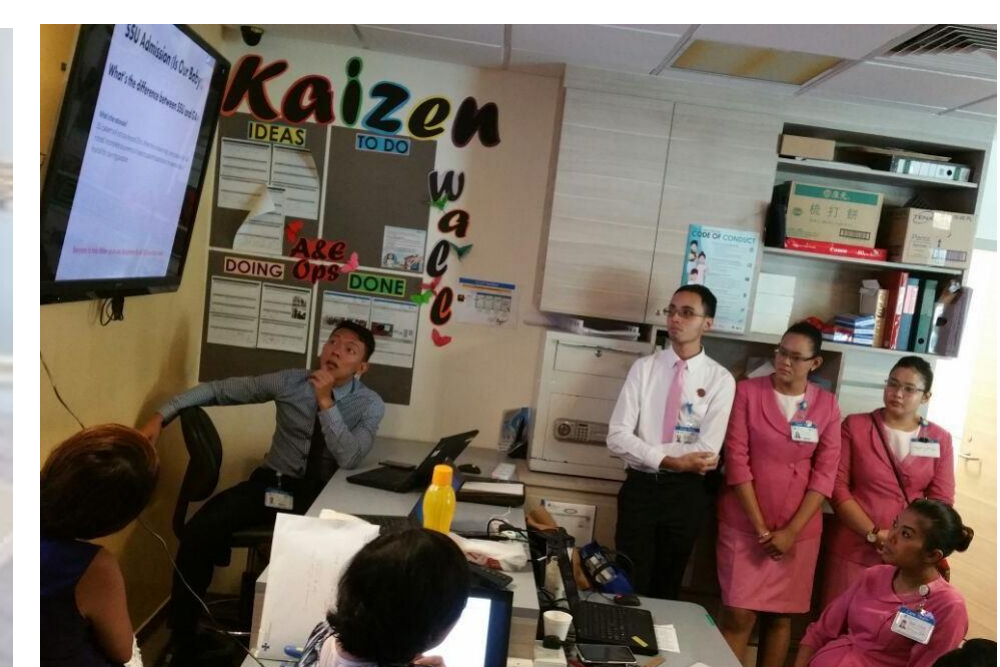
For PSAs learning the second and subsequent functions



Engagement between MT & TT during the quarterly meeting



PSA OJT (on-job-training) with TT at counter



Refreshment course conducted by MT every other month for the department



Games played during team meetings conducted by TTs to reinforce training

5. RESULTS



"A well defined & clear training guideline that can be easily understood by both TTs & Trainees"
MT Sanniah

"I've gained more confidence and am happy when my team members have trust in me"
PSA Lia

"A strong structure of training plan that helps not only the new hires but also to standardize workflows"
MT Gaya

"I feel responsible for my team members and a sense of ownership. I always ensure that I am up to date with my knowledge too"
PSA Sharina