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# **Revamped Porter's Learning Journey** for a more Competent Workforce

## Introduction

Each month, controllers are tasked to assign an average of 57,000 central pool cases to the porters accurately and promptly. The average assignment time was about 7 minutes while the average porters' response time was 8 minutes. Due to the voluminous cases, one key challenge is managing the tradeoff between accuracy of assigning the cases to the right porters with the correct skillsets and speed of assignment.



**Reordered training** sequence ensures that new porters would

**Controller Assignment Time (CAT) & Porters' Response Time (PRT)** 



## Aim

The revamped training program aimed to improve the department's productivity output by optimizing the strengths and capabilities of the

mortuary service document	Week 5 document	which require more manpower to handle	
Results			

Table 1: Average Controllers' Assignment Time (CAT) & Porters' Response Time **Improvement Results** 

Implementation - July 2018	Jan 2018 – June 2018	Aug 2018 – Jan 2019	Improvement in Response (%)
Ave CAT	0:07:33	0:04:23	42.1%
Ave PRT	0:07:59	0:06:53	13.8%

#### Figure 1: Average Controllers' Assignment Time (CAT) measured

from Jan 2018 to Jan 2019



workforce. The objectives are:



**√** To optimize the training program by eliminating waste in the training duration without comprising training efficacy and safety outcomes.



To reduce average Controllers' Assignment Time by 20% within the next 6 months, ensuring a ready pool of competent manpower to assign cases to.



To reduce Porters' Response Time by 10% within the next 6 months.

# Methodology

The PDCA methodology was utilized for improvement in the controllers' and porters' productivity.



#### Intervention

The team reviewed the porters' learning system, process and activities and

#### Figure 2: Average Porters' Response Time (PRT) measured from Jan 2018 to Jan 2019



#### introduced **four intervention measures**:



#### **Reduced attachment period of** newcomers to senior porters

**Enhanced quality of attachment** via a more robust training plan & **competency** assessment



## Conclusion

The revised training program had helped to churn out a larger pool of highly competent porters within a shorter time to render greater support to the needs of the users and patients by enabling the controllers to engage in prompt, accurate assignment and the porters to deliver speedier responses.

The project concepts are scalable for the healthcare portering sector and other labour-intensive industries. Future research directions include the development of customized customer service training programs to deliver excellent services to patients and users.