Singapore Healthcare Management 2019

Singapore General Hospital
SingHealth

ISS

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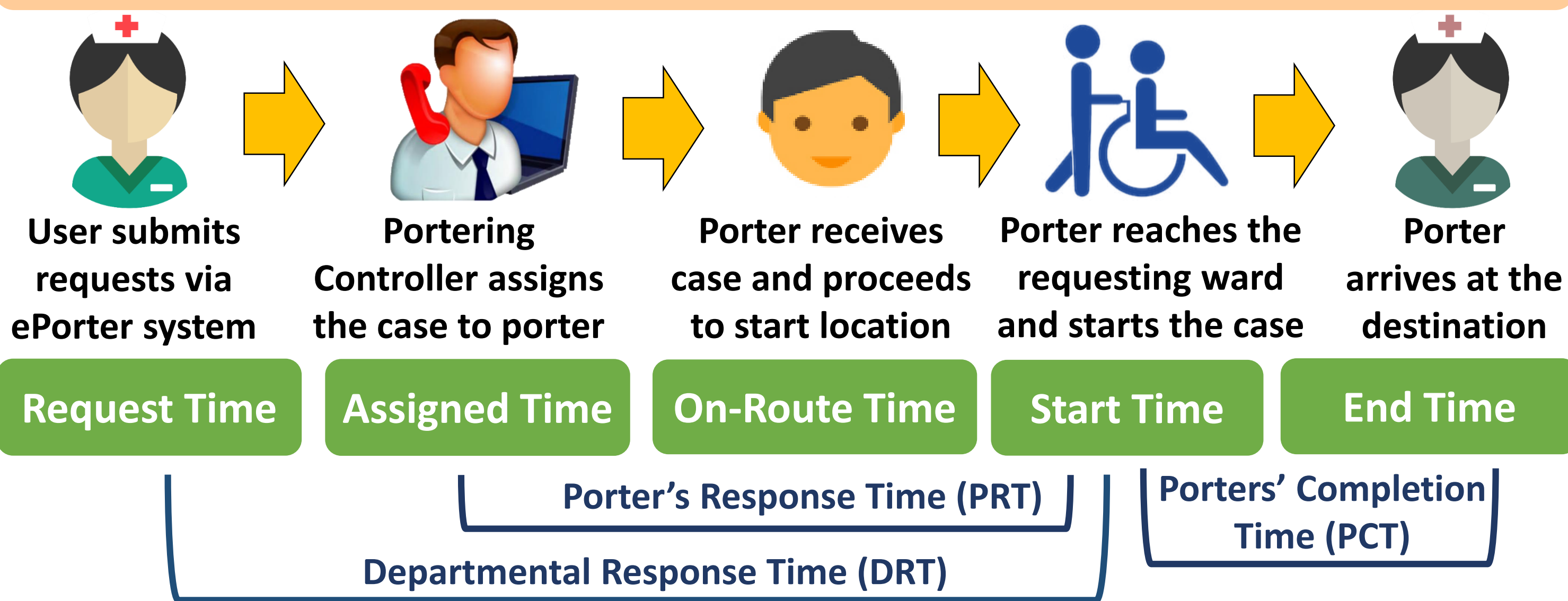Wilson Tham, ISS Transportation

Expanded Incentive Scheme:
Strengthening & Rewarding Departmental Performance

Introduction

Each month, porters are required to respond promptly upon receipt of assigned cases and transport an average of 57,000 central pool cases to the wards and clinics accurately and safely. Effectively measuring the porters' performance* and prioritising their recognition & rewards can greatly motivate them and build a productive, positive & competitive workforce.

As the sum of all individual output lead to department output, for purpose of this study, the departmental results on the average porters' response time and porters' completion time would be shared and how these impact the departmental response time would be presented. The past average results were about 8, 18 and 15 minutes respectively.

Porters' Response Time (PRT), Porters' Completion Time (PCT) & Departmental Response Time (DRT)

User submits requests via ePorter system	Portering Controller assigns the case to porter	Porter receives case and proceeds to start location	Porter reaches the requesting ward and starts the case	Porter arrives at the destination
Request Time	Assigned Time	On-Route Time	Start Time	End Time

Porter's Response Time (PRT)
Porters' Completion Time (PCT)
Departmental Response Time (DRT)

* Note: This project can be read in conjunction with the prequel project titled "Enhanced Performance Management Indicators - Motivating Employee Productivity Output" which was implemented in November 2017.

Aim

The quality project aimed to expand the incentive scheme for the porters and improve the department's overall response time to the users who requested for portering services. The objectives are:
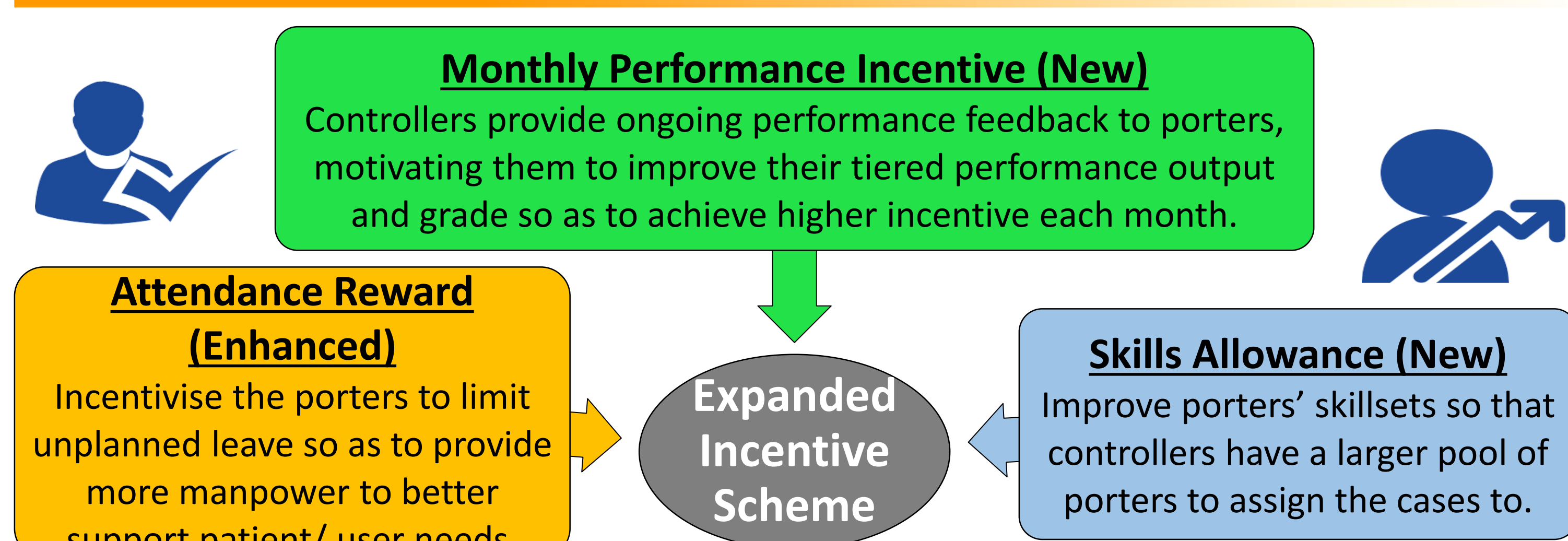
√ To expand the incentive and recognition schemes for porters who achieve tiered, individual performances.

√ To raise porters' morale and provide safe portering services to all users and patients.

√ To improve average PRT and PCT by 10% and 5% within the next 6 months respectively.

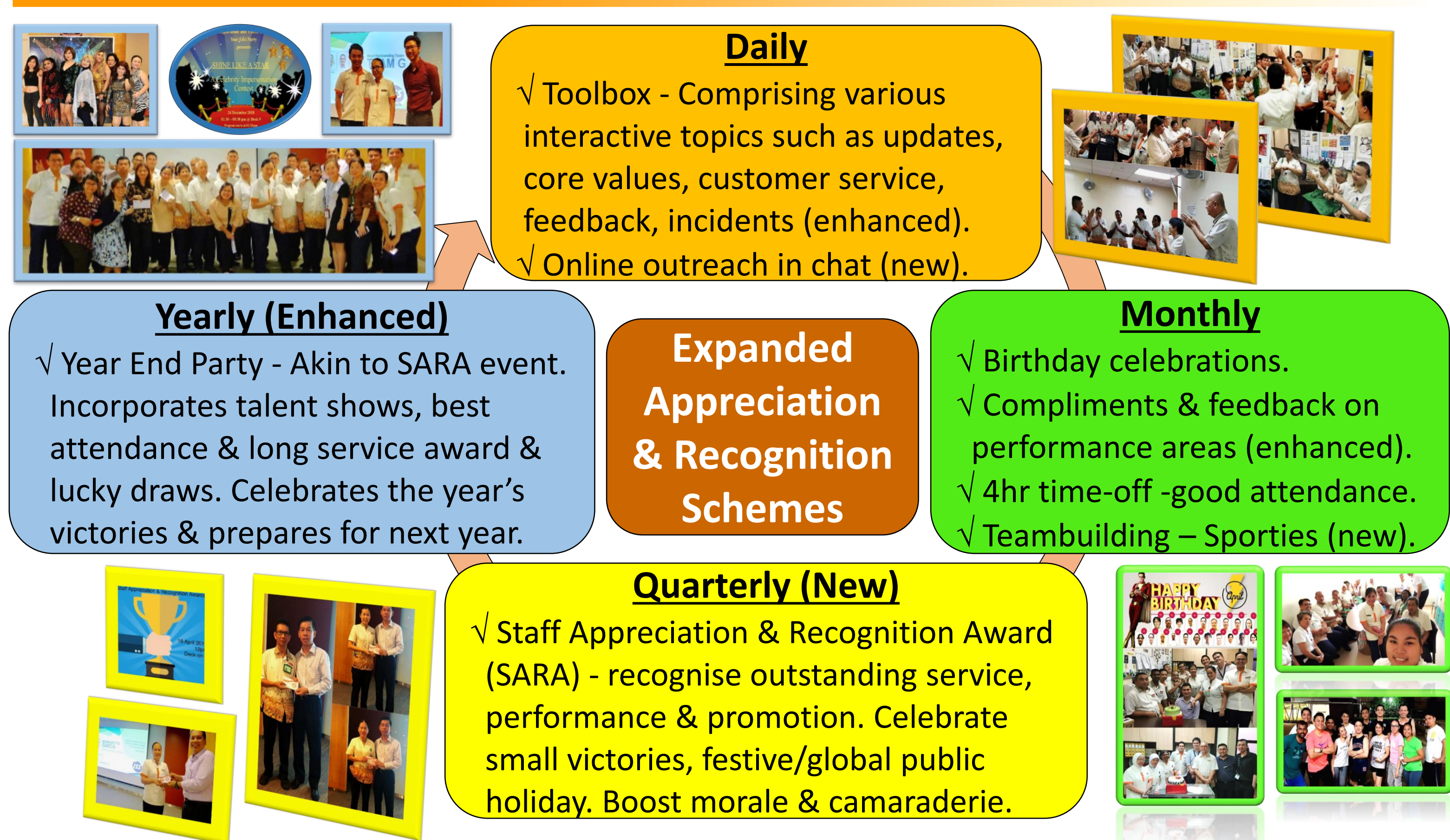√ To reduce average DRT by 10% within the next 6 months.

Methodology

The PDCA methodology was utilised for improvement in the structured incentive and recognition scheme, leading to porters' performance output.

Intervention

Monthly Performance Incentive (New)
Controllers provide ongoing performance feedback to porters, motivating them to improve their tiered performance output and grade so as to achieve higher incentive each month.

Attendance Reward (Enhanced)
Incentivise the porters to limit unplanned leave so as to provide more manpower to better support patient/ user needs.

Skills Allowance (New)
Improve porters' skillsets so that controllers have a larger pool of porters to assign the cases to.

Expanded Incentive Scheme

Intervention (Continued)

Daily
√ Toolbox - Comprising various interactive topics such as updates, core values, customer service, feedback, incidents (enhanced).
√ Online outreach in chat (new).

Yearly (Enhanced)
√ Year End Party - Akin to SARA event. Incorporates talent shows, best attendance & long service award & lucky draws. Celebrates the year's victories & prepares for next year.

Expanded Appreciation & Recognition Schemes

Monthly
√ Birthday celebrations.
√ Compliments & feedback on performance areas (enhanced).
√ 4hr time-off -good attendance.
√ Teambuilding – Sporties (new).

Quarterly (New)
√ Staff Appreciation & Recognition Award (SARA) - recognise outstanding service, performance & promotion. Celebrate small victories, festive/global public holiday. Boost morale & camaraderie.
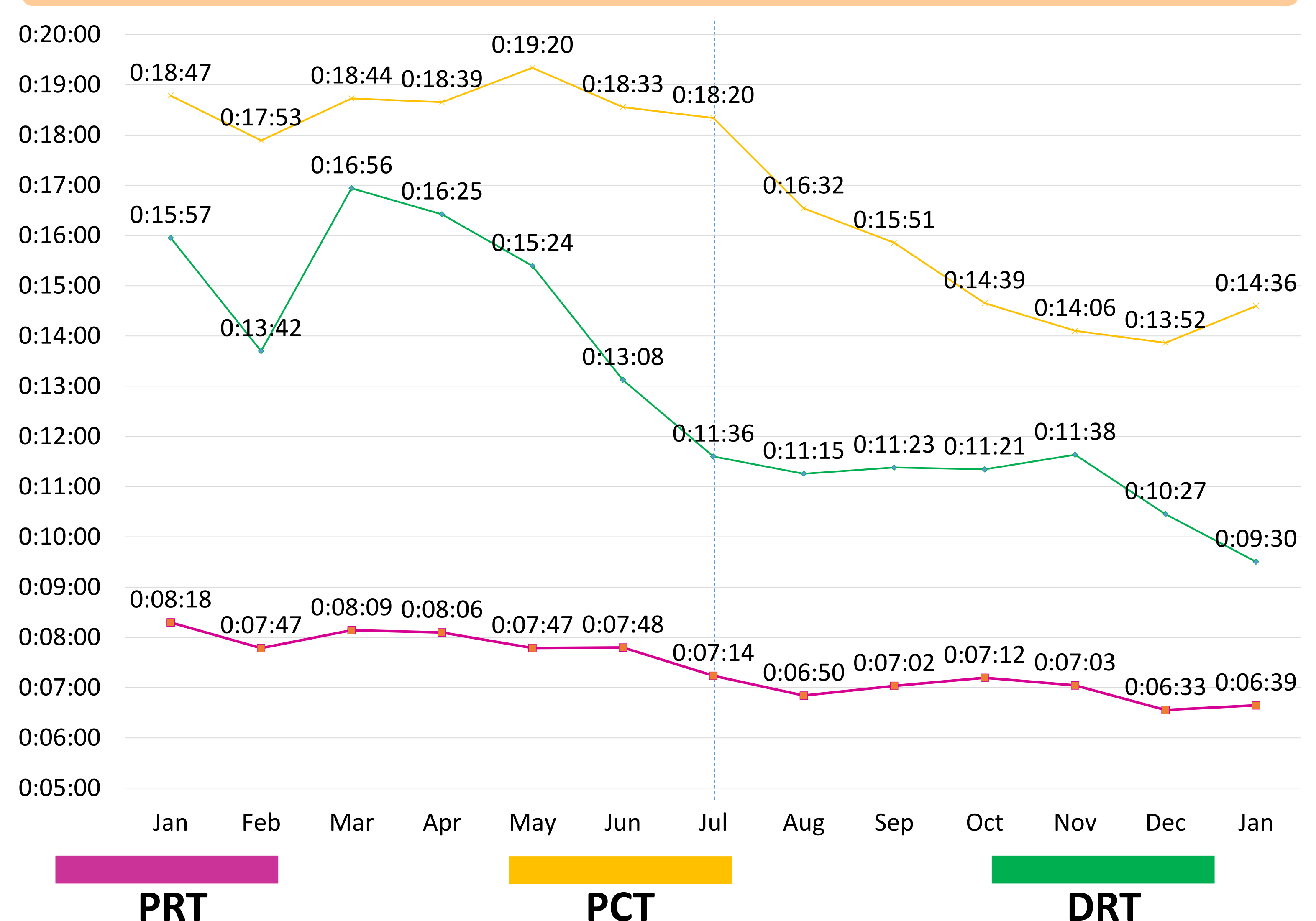
Results

Table 1: Average PRT, PCT & DRT Improvement Results

Implementation - July 2018	Jan 2018 – June 2018	Aug 2018 – Jan 2019	Improvement in Response (%)
Ave PRT	0:07:59	0:06:53	13.8%
Ave PCT	0:18:40	0:14:56	20.0%
Ave DRT	0:15:15	0:10:56	28.4%

Figure 1: Average PRT, PCT & DRT measured from Jan 2018 to Jan 2019

PRT   PCT   DRT

Conclusion

The integrated enhanced incentive & recognition schemes have reduced the waiting times for portering services. Witnessing the impact of their work, the porters feel more purposeful in fulfilling the needs of the users and patients.

The project is scalable for the healthcare portering sector and probably other sectors & industries as well. Future research directions include deeper engagement with porters to establish what other factors would motivate them to do their jobs even better.