Singapore Healthcare Management 2019

Singapore General Hospital SingHealth

ISS

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Enhanced Performance Management Indicators:
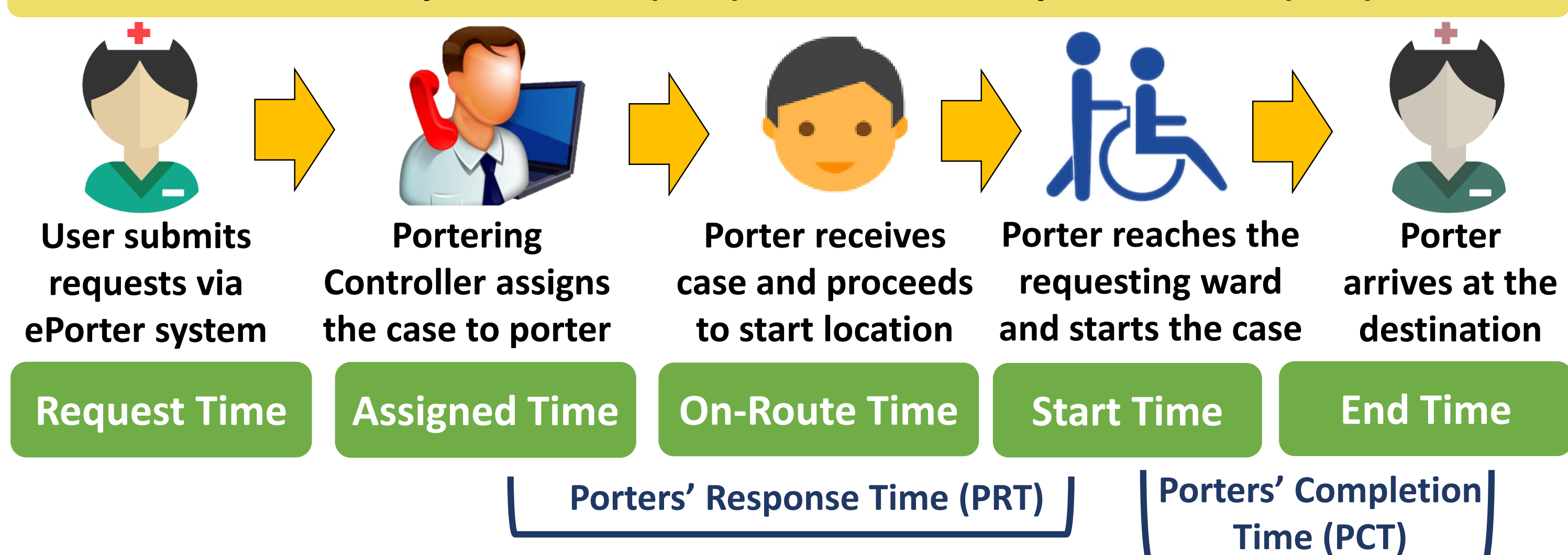## Motivating Employee Productivity Output

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. Quantifying these departmental goals led to three measurable performance indicators:
1. The average porter's own response time upon assignment of cases;
2. The average duration taken by the porter to complete his cases and
3. The number of cases he completed or otherwise known as job volume.

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 presented. The past average results were 10 minutes and 19 minutes respectively. The total number of cases completed by all the porters would not be presented here because in essence, the collective figures refer to the monthly caseload.

Porters' Response Time (PRT) & Porters' Completion Time (PCT)

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

Porters' Response Time (PRT)   Porters' Completion Time (PCT)

Aim

The quality project aimed to enhance performance management indicators and improve employees' productivity output. The objectives are:

✓ **To enhance performance management of porters by introducing indictors such as PRT, PCT and Job Volume.**

✓ **To improve average porters' response time by 10% within the next 6 months so as to deliver prompt portering services.**

✓ **To reduce average porters' completion time of the assigned tasks by 2.5% within the next 6 months. The target was set lower so that safety would not be compromised: *more haste, less speed*.**

Methodology

The PDCA methodology was utilized for improvement in the porters' performance management process.
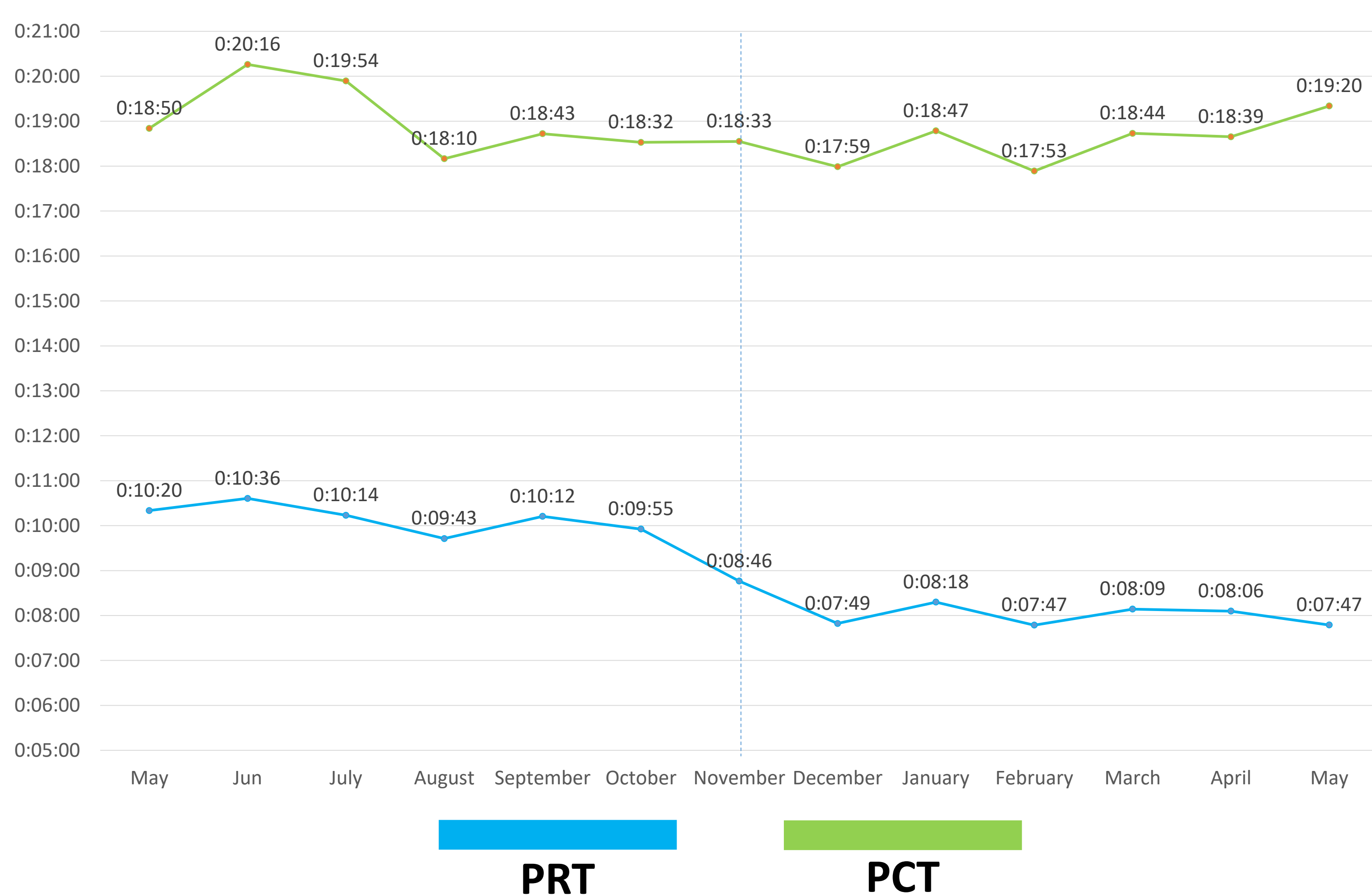
Intervention
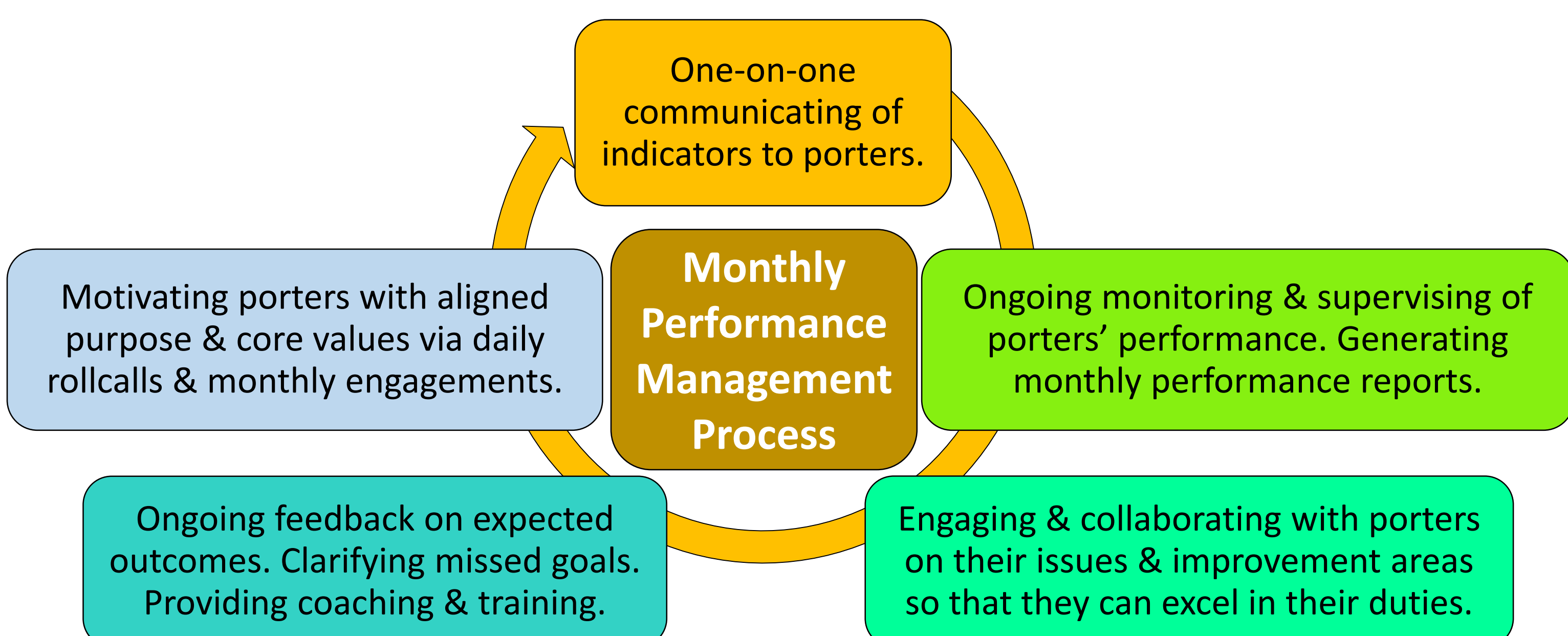
Results

Table 1: Average Porters' Response Time (PRT) & Porters' Completion Time (PCT) Improvement Results

Implementation - Nov 2017	May 2017 – Oct 2017	Dec 2017 – May 2018	Improvement in Response (%)
Ave PRT	0:10:10	0:07:59	21.5%
Ave PCT	0:19:04	0:18:34	2.6%

Figure 1: Average Porters' Response Time (PRT) & Porters' Completion Time (PCT) measured from May 2017 to May 2018

Conclusion

The enhanced performance management system has motivated the porters to deliver more prompt services and provide unwavering support to fulfil the needs of the users and patients. In the process, the porters have also developed greater aligned purpose with the hospital's mission.

The project is scalable for the healthcare portering sector. Future research directions include:
➢ Developing a structured recognition system to recognize, reward and motivate porters' good performances. This project can be read in conjunction with the sequel project titled "Expanded Incentive Scheme: Strengthening & Rewarding Departmental Performance" which was implemented in July 2018;
➢ Adding other measurable indicators such as number of compliments, number of complaints into a basket of performance indicators based on a weighted average methodology to derive a holistic overview of each porter's performance, which is in progress; and
➢ Leveraging and enhancing the ePorter system to generate individual porters' performance reports, which is already in progress.