



Singapore Healthcare
Management 2019

Improving Staff Well-Being & Safety @ Block 3 SOC

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What matters to our staff?



"Patients. At the Heart of All We Do."

While we strive to provide the best patient experience for all our patients, we must not neglect the ones supporting this. Multiple stakeholders were involved in improving the staff locker space of SGH SOC. Adopting Disney's "On-Stage" and "Off-Stage" concept, the team embarks on improving and relocating the staff locker room to enhance staff well-being and safety.

--- Background ---

A team of 258 nurses, Patient Service Associates (PSAs) and Healthcare Attendances (HCAs) provide services and care for ten SGH Specialist Outpatient Clinics (SOCs) at Block 3. The locker located at the basement of Block 3 is shared amongst > 100 staff. Feedback surfaced that this locker room was dimly lit and staff feel unsafe to walk along the corridors to reach the locker room. In addition, there is no proper changing area and ventilation is poor. The project aims to ameliorate and create a safe working environment for staff.

--- Methodology ---

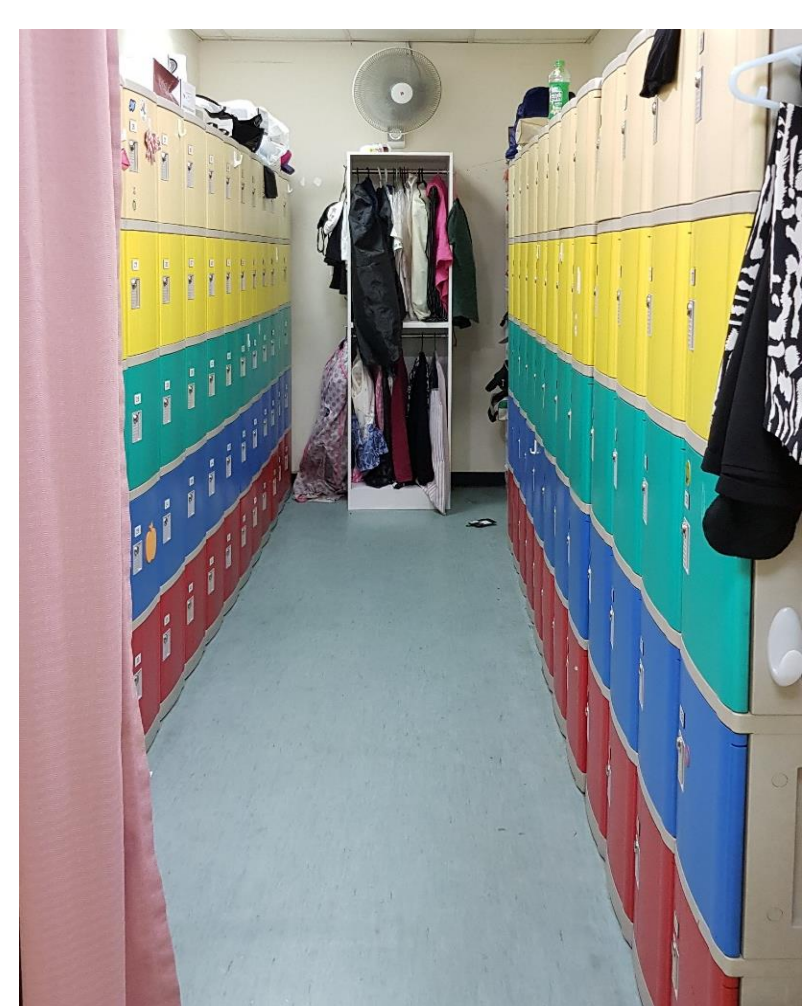


1 As the primary users of the staff locker rooms, feedback from staff was paramount. Supervisors of each clinic sought feedback through weekly roll-calls and personally engaging staff. Feedback and suggestions were collated.

Staff feedback and concerns:



No CCTV and access restriction to corridor to locker room



140 lockers housed in a dim and poorly ventilated small space



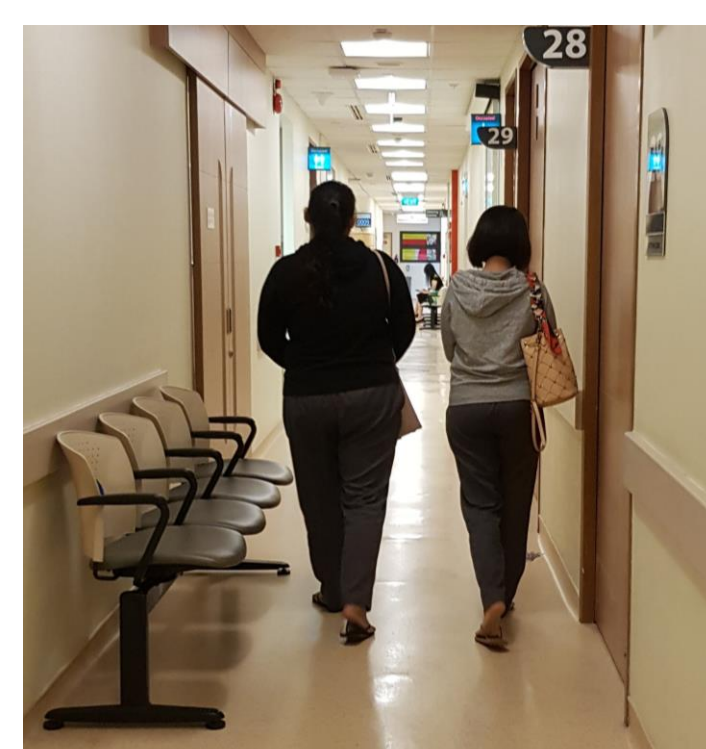
3 staff squeezed in a small space with no proper changing area



Door handle to corridor is too high, hence uncomfortable



Only 2 palm-sized mirror in locker room. Staff are unable to check their appearance before reporting to clinic



Staff have to walk through patient waiting area before reaching lockers

2 Supervisors sat together to discuss the essential needs and area of improvement needed. Key areas identified: **Comfort & Safety**
Colleagues from other departments, such as Security, Facilities Management & Engineering (FME) and Facilities Development (FD) department also came together to assess and recommend improvements.

3 Walkabouts and site visitation with the various team members were conducted. Solutions were brought back to SOC for internal evaluation before a decision was made.

4 Senior Management approved the budget for relocation and refurbishment of the locker rooms on 27 February 2019.

--- Result ---

~ Phase 1: Increasing Safety & Security

1. Replacement to brighter corridor lighting
2. CCTV camera installed along corridor
3. Security patrol after 7pm daily
4. Card reader access restricted to SOC



Restricted card reader access to SOC staff only

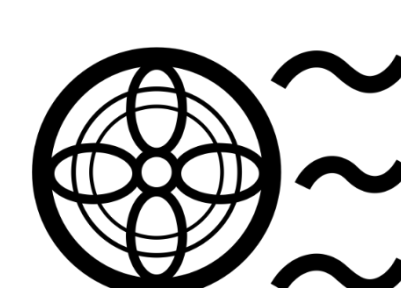


Door handle moved to a more comfortable height

We feel safer knowing not just anyone can enter the locker area.



Sense of security in staff



5. Replacement of door handle to more comfortable height
6. Added fan to enhance air circulation in locker room
7. Brighter lighting in locker room

~ Phase 2: Designated Staff Zone Away from Patient Area & Accessible from MRT

Disney's concept of "on-stage" and "off-stage" was adopted in the relocation of all Blk 3 SOC staff lockers, due to be completed in March 2020. On-Stage areas are the spaces primarily for patients or family members while off-Stage spaces are the "behind the scenes" staff only spaces.

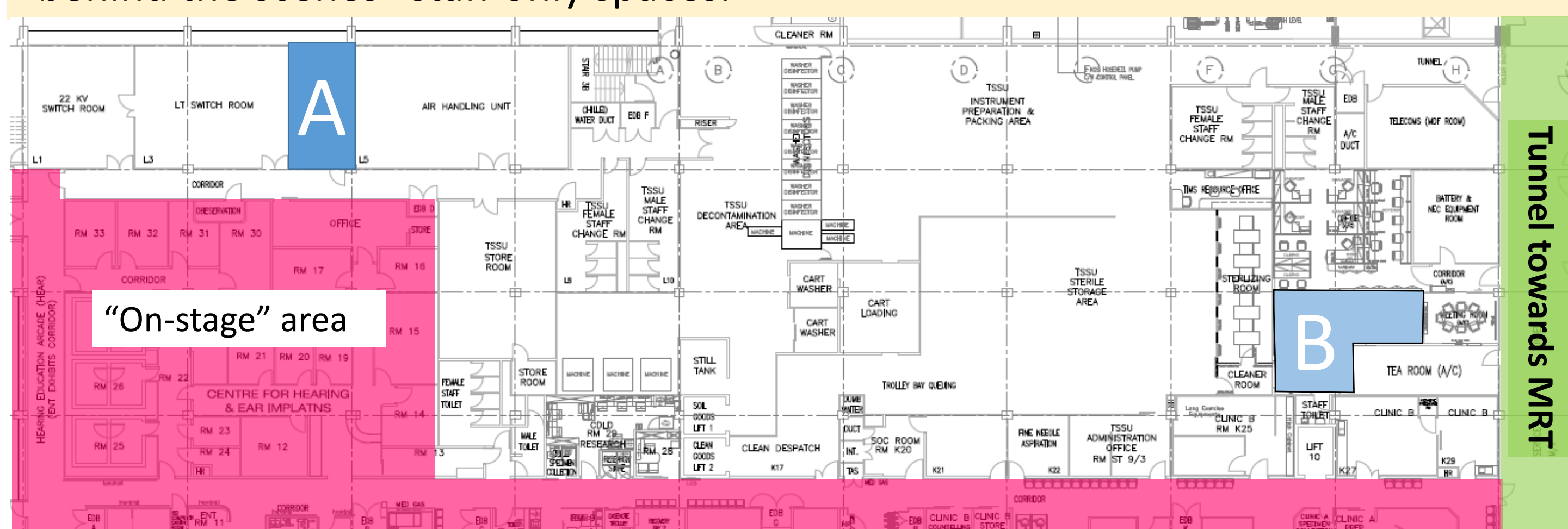
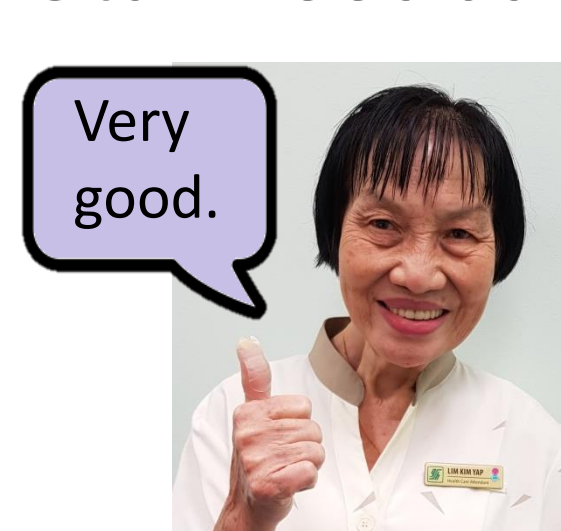


Figure 1. New locker room location from "A" to "B".

To enter "A", staff must pass through "on-stage" area whereas "B" is located "off-stage" along the tunnel.

1. Staff locker room will be relocated to the current SOC Operations office located along the tunnel, creating the "on-stage/off-stage" concept
2. As majority of the SOC staff travel to and fro by public transport, they will reach the new staff lockers area before presenting themselves in their best form at their designated work area
3. The new staff locker room will also be refurbished with air-conditioning and a designated changing area with proper mirrors

Staff feedback



--- Conclusion ---

Supervisors can drive engagement and improvement by keeping an open and two-way dialogue. It is important for staff to feel that the organization values their inputs and care for their welfare. It is difficult to measure the returns of this initiative as staff's welfare does not reap immediate tangible returns but it is a critical investment that will bring huge benefits to both the employer and employees. Employees who feel safe and appreciated will bring positive experience to our patients as it helps to reduce turn-over rate, improve work attendance and increase productivity.