

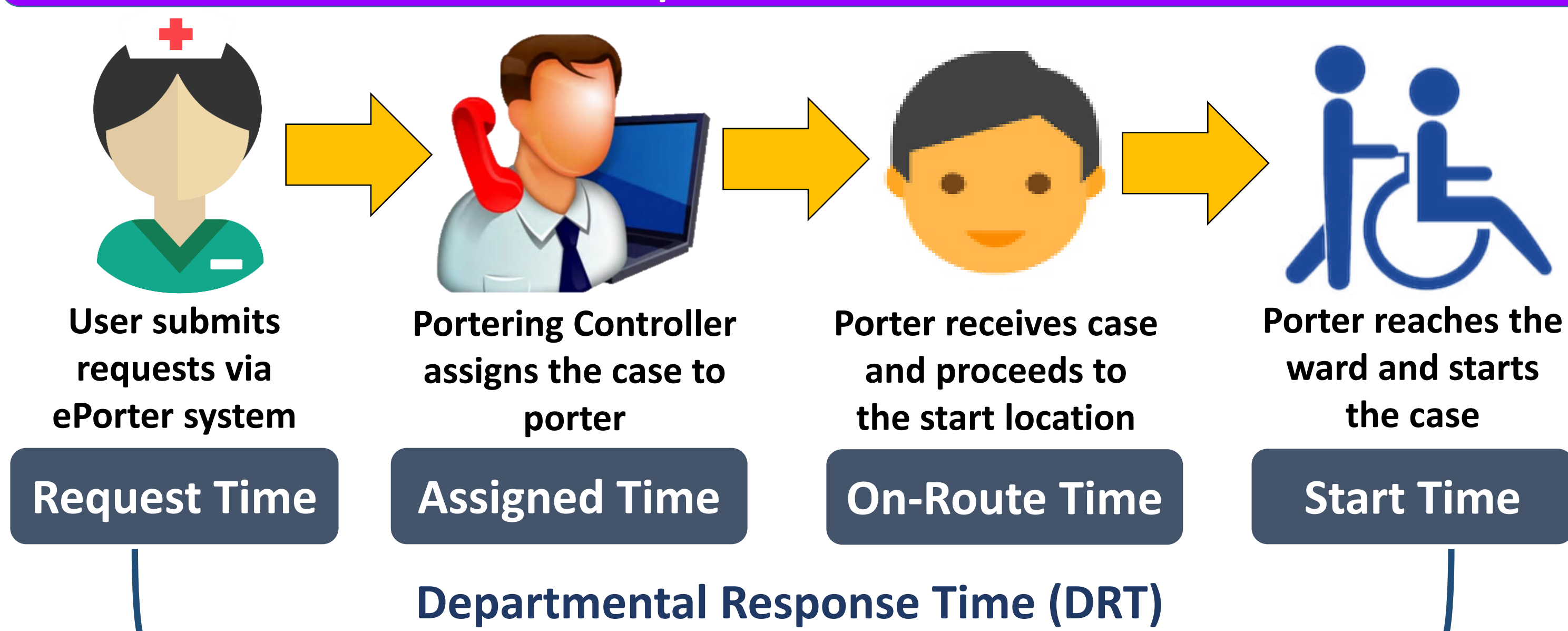
Revised Deployment Pattern and Break Timing: Enhancing Employee Morale for More Positive Customer Experience

Introduction

Seamless nightshift (NS) operations are critical to the attainment of good departmental results on the following day and subsequently, the entire month. Between midnight to 6am, the NS porters are tasked to transport an average of 200 cases promptly and safely. The average departmental response time was 12 minutes. However, there were several challenges:

- NS porters were fatigued as their rest times were often disrupted; &
- Morale was affected as they experienced different workloads daily.

Diagram 1: Average Departmental Response Time (DRT) measured From Request Time to Start Time



Aim

The project aimed to optimize NS manpower deployment during peak (9pm-2am) and lull (3am to 6am) periods to improve operational results, leading to more positive customer experiences. The objectives are:

- ✓ To standardise the deployment pattern and break timing of the NS porters so that there were minimal disruptions to their night duties.
- ✓ To ensure that more manpower was deployed during peak period and lesser manpower during lull period.
- ✓ To reduce average Departmental Response Time (from 12am to 6am) by 20% within the next 6 months.

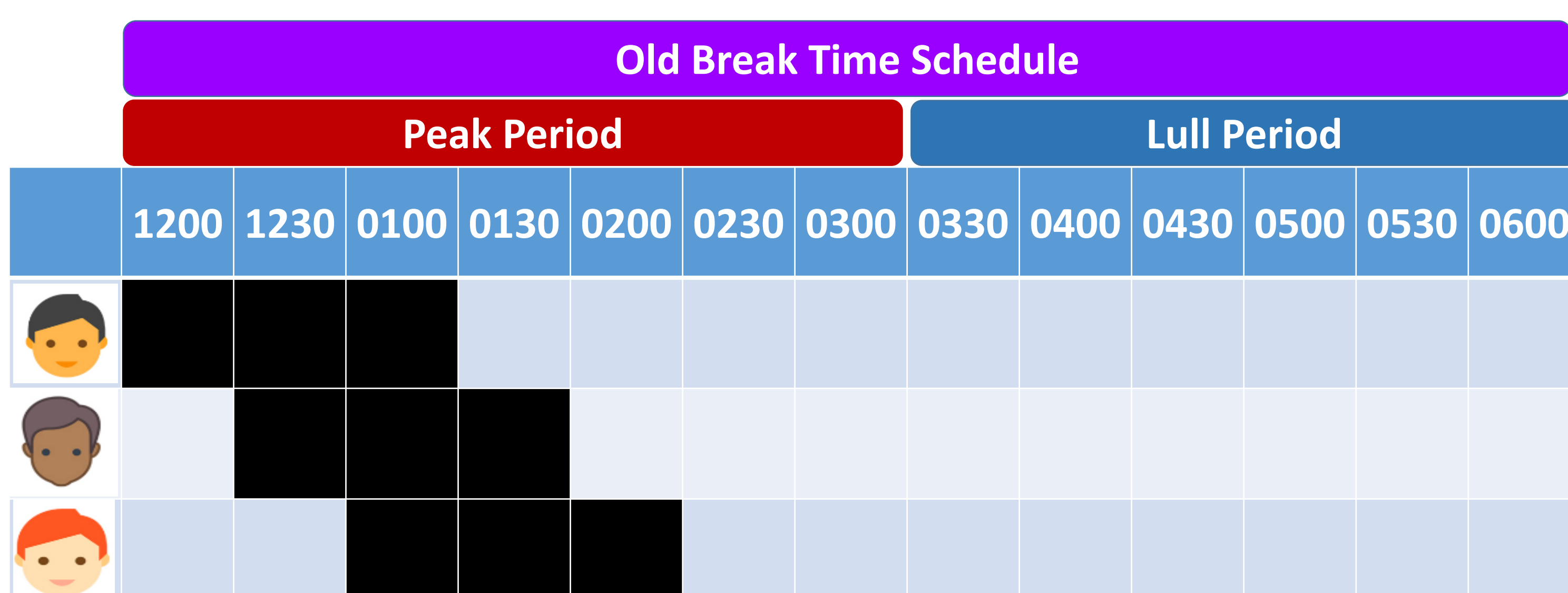
Methodology

The PDCA methodology was utilised for improvement in the NS deployment.



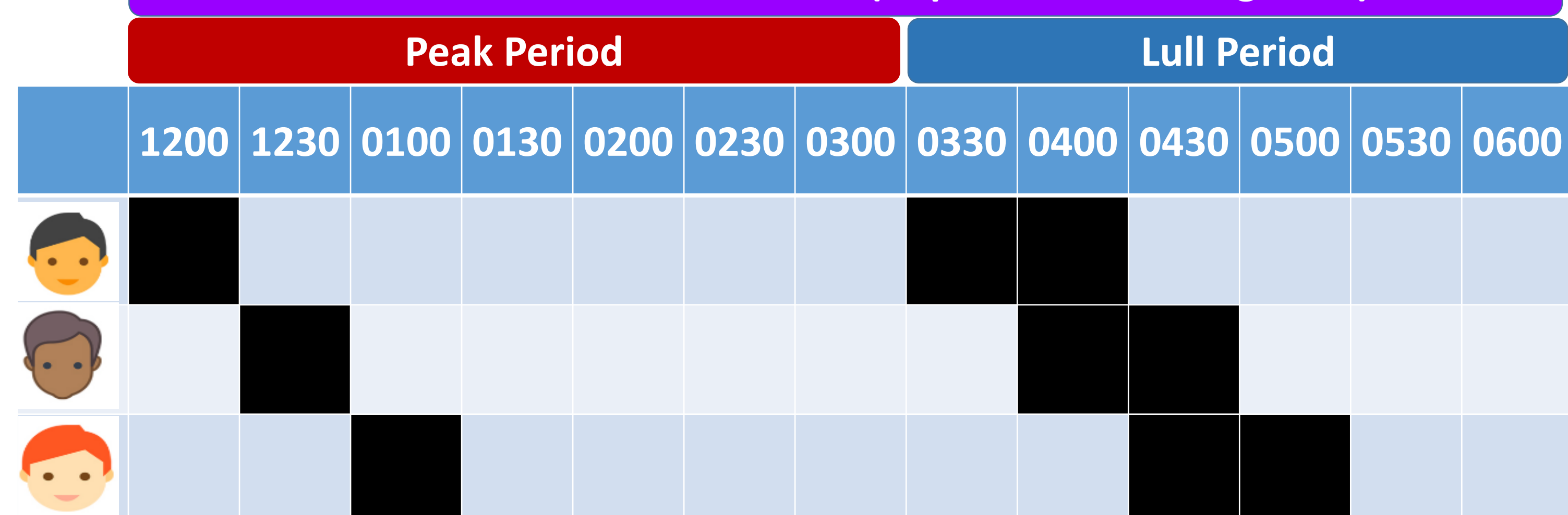
Intervention

■ = BREAKTIME ☕



Intervention (Continued)

Revised Break Time Schedule (Implemented in Aug 2018)



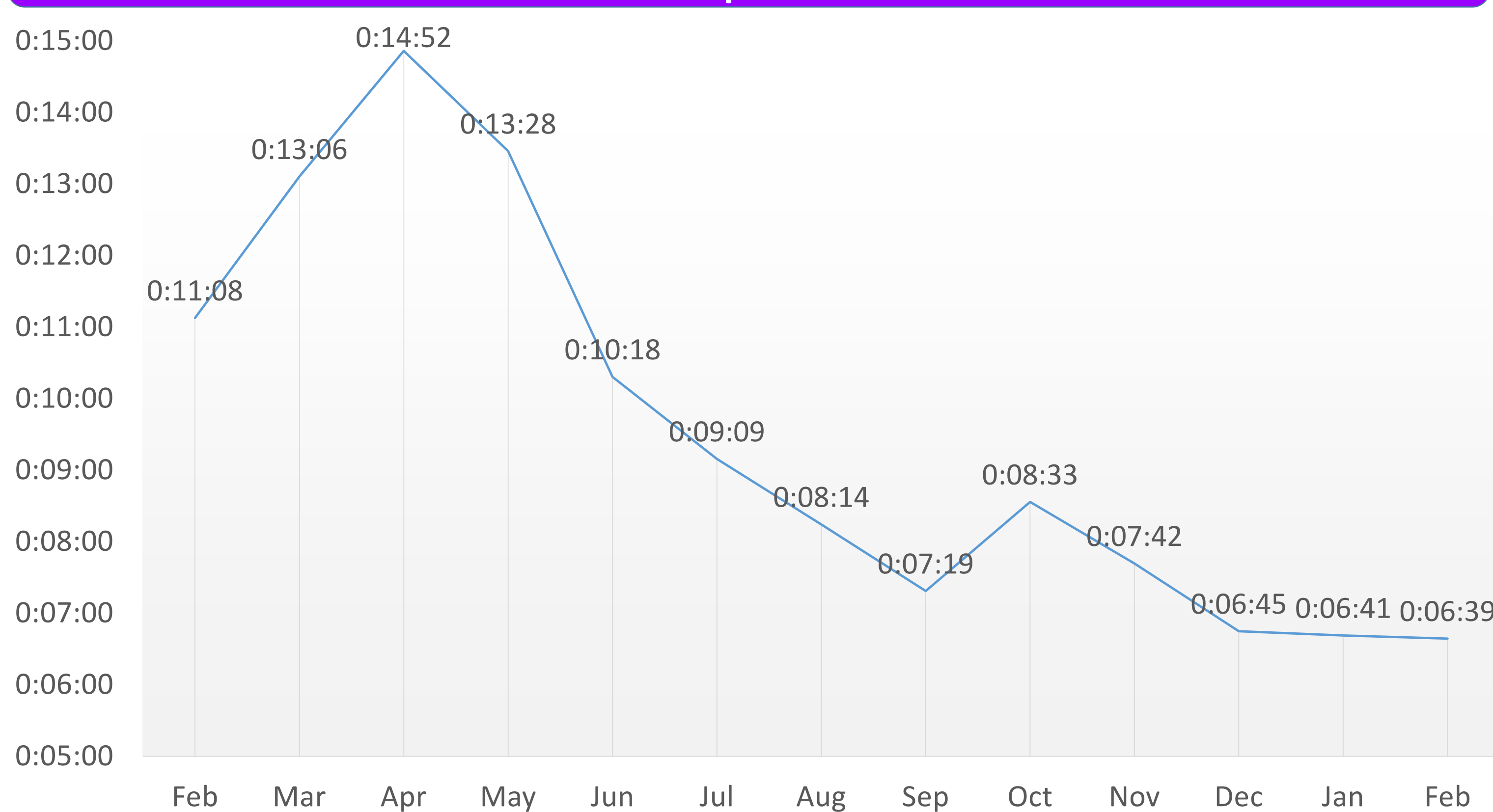
- Initial one-and-a-half-hour break from 12am to 6am was split into half-an-hour and one-hour break to enable staff to enjoy the first break within their first six hours of work.
- The half-an-hour breaktime was rescheduled to peak period while the one-hour breaktime was deferred to lull period to optimise manpower.

Result

Table 1: Average DRT Improvement Result

Implementation - Aug 2018	Feb 2018 – July 2018	Sept 2018 – Feb 2019	Improvement in Response (%)
Ave DRT	0:12:00	0:07:16	39.4%

Figure 1: Average Departmental Response Time (DRT) measured from 12am to 6am in the period Feb 2018 to Feb 2019



Conclusion

The revised NS deployment and breaktime plans enable the porters to have proper rest with minimal interruptions due to operational needs, improve their morale, achieve equitable workload and deliver speedier response to the needs of the users and patients, leading to more positive customer experiences.

The deployment principles may be scalable for other NS departments in the healthcare sector and beyond. Future research directions include analyzing the breaktime and deployment patterns during the dayshift operations to optimize manpower.

