



Slashing Overtime Costs for Tow Tractor Team



Singapore General Hospital
SingHealth

Singapore Healthcare Management 2021

Ryan Koh Zhao Yuan / Quek Bak Siang
Matthew Andrew Paul Wee / Shaiful Bahri Bin Maroni
Ismail Bin Ahmad / Ra'En Bin Ahdan
Victor Tay / Wilson Tham

Background

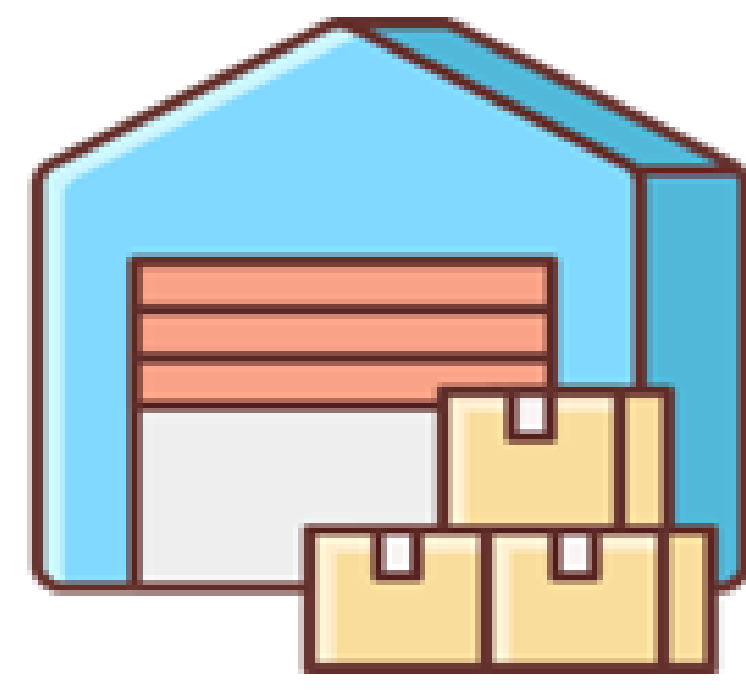
1,000

Trolleys Delivered Daily

40

Distribution Staff Managing Diets/ Pharmaceuticals/ Consumables etc.

SingHealth Tower Logistics Hub



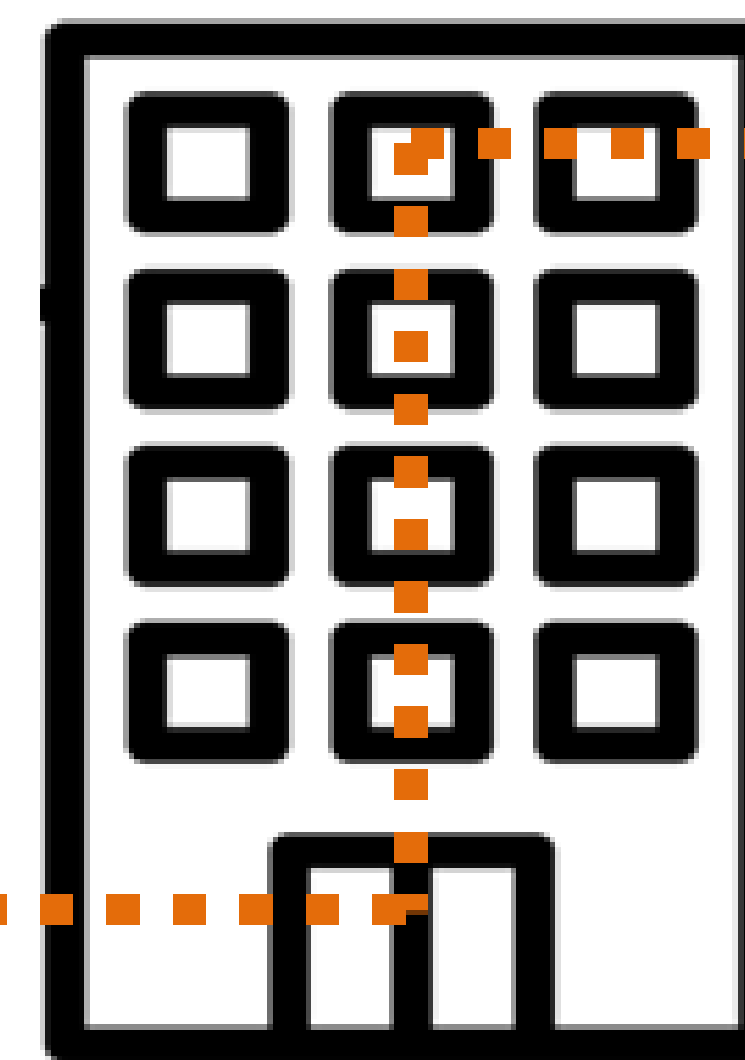
1

Driver pick up from supply department

Lift Attendant takes over

2

Deliver to basement of inpatient wards



Block 6/7

4

Deliver to staging area outside ward

5

Last Mile Attendant takes over

Nurse Station

6

Deliver to nurse station

4.7 FTEs

Equivalent Overtime incurred in 2019

Mission Statement

To reduce the weekly OT incurred by the tow tractor team from 196 hours/week (median) to 98 within 12 mths without impacting the deliveries.

Root Cause Analysis & Solutioning

The team distilled the key root causes, and implemented specific strategies that target each root cause.

Key Root Cause A: Fundamental shortage

Solution #1: Perform right-sizing (Aug 2020)

#2: Implement technology to improve productivity (2x Power Assisted Movers, Apr 2020)



exploring further productivity gains through the introduction of an eDelivery system in FY2021 to enable enhanced targeted control of the delivery process.

Key Root Cause B: Suboptimal Resource Control

Solution #3: Balloting system for planned leave (Oct 2019)

#4: Creation of clear OT guidelines (Apr 2020)

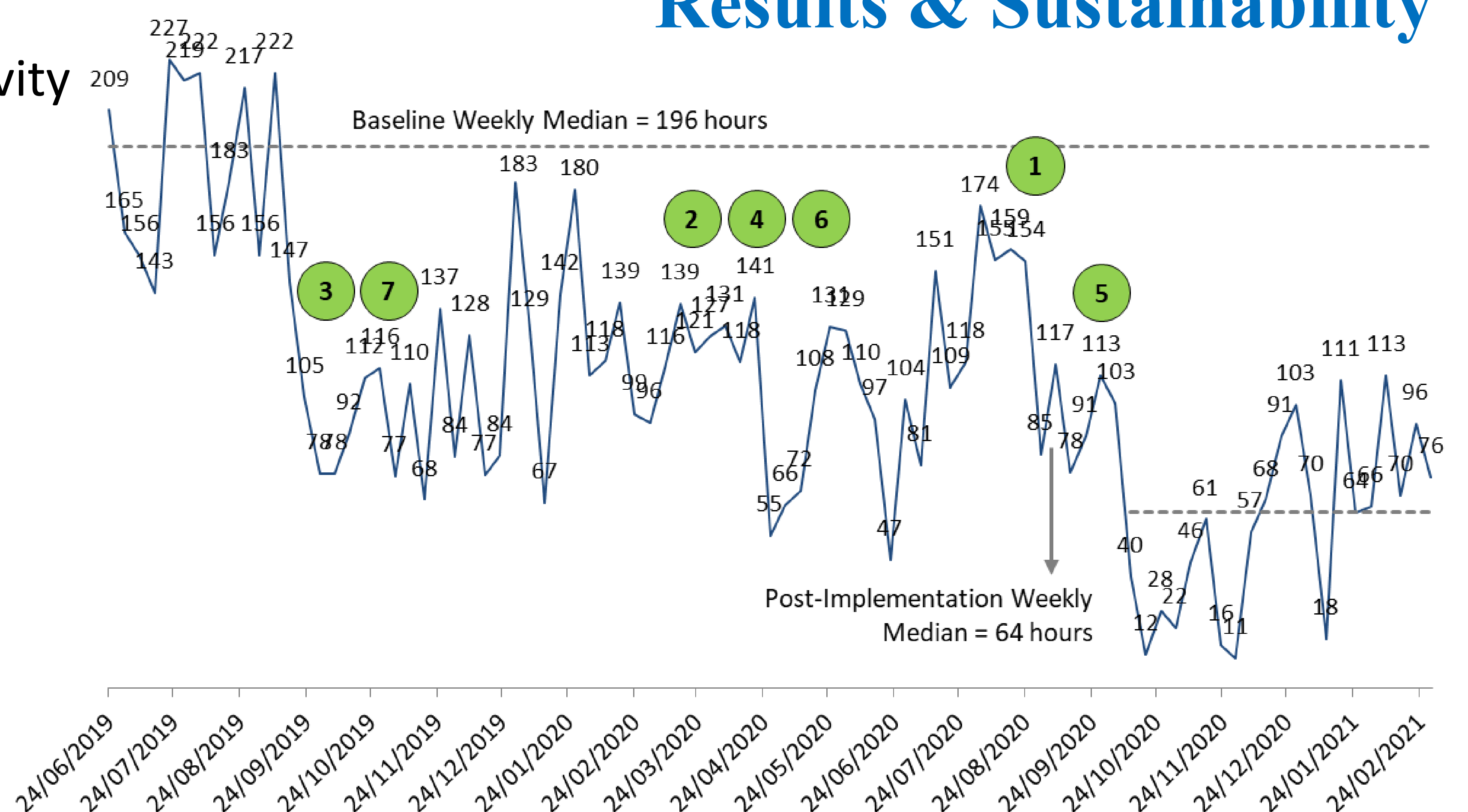
#5: Identification of several cross-trained staff to perform permanent AM shift (Sep 2020)

Key Root Cause C: Skills Mismatch

Solution #6: Cross-training of drivers to perform attendant roles, and vice versa (Apr 2020)

#7: Cross-training of portering leaders from another section to cover shortfalls (Oct 2019)

Results & Sustainability



Staff also reported less burnout, and improved morale. The team is

67%

Reduction in OT

\$98k

Annual Cost Savings

Acknowledgements: The team would like to thank SGH Health Development Fund for the support of the 2 units of Power Assisted Movers, which is greatly helpful in reducing manual exertion and long-term injuries.