



# Improved Porters' Productivity: Patients at the Heart of All We Do

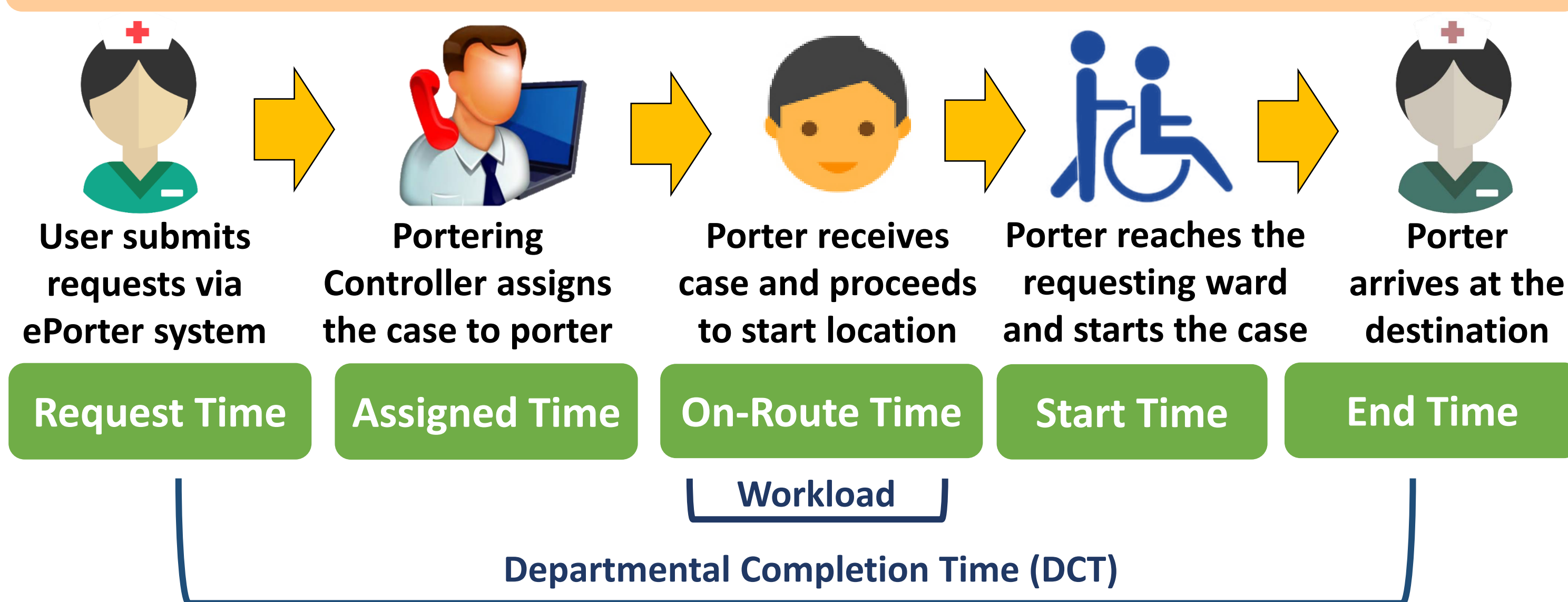
## Introduction

In portering, productivity is the measure of efficiency with which tasks are being completed and is measured in two ways:

1. The average number of tasks completed per porter per month.
2. The average time taken by the porters to complete a task.

Baseline data obtained from Jan to Jun 2019 were 404 completed tasks per porter per month and 23-minute completion time respectively.

### Porters' Workload & Departmental Completion Time (DCT)



## Aim

The project objectives for improving porters' productivity are:

- ✓ To increase porters' average workload per month by 10% within the next 6 months.
- ✓ To reduce departmental completion time by 5% within the next 6 months.

## Methodology

The PDCA methodology was utilized for improvement in porters' productivity.



## Intervention

### Leveraged Technology

1. Deployed powerful auto-assign algorithm/ function to assign tasks faster than controller.
2. Enhanced ePorter dashboard to track porters' delays in tasks for prompt follow up.
3. Strengthened ePorter mobile app for multiple tasks to shorten completion time and introduced eSignature to reduce processing time.

### Streamlined Processes

4. Enhanced training for controllers to execute integrated processes in auto-manual assignment of tasks.
5. Introduced regular communication processes to motivate & align porters with shared purpose & SGH's core values

### Enhanced System

6. Enhanced comprehensive performance management indicators to measure individual porters' performance on a monthly basis. Results & rewards were communicated to porters regularly.

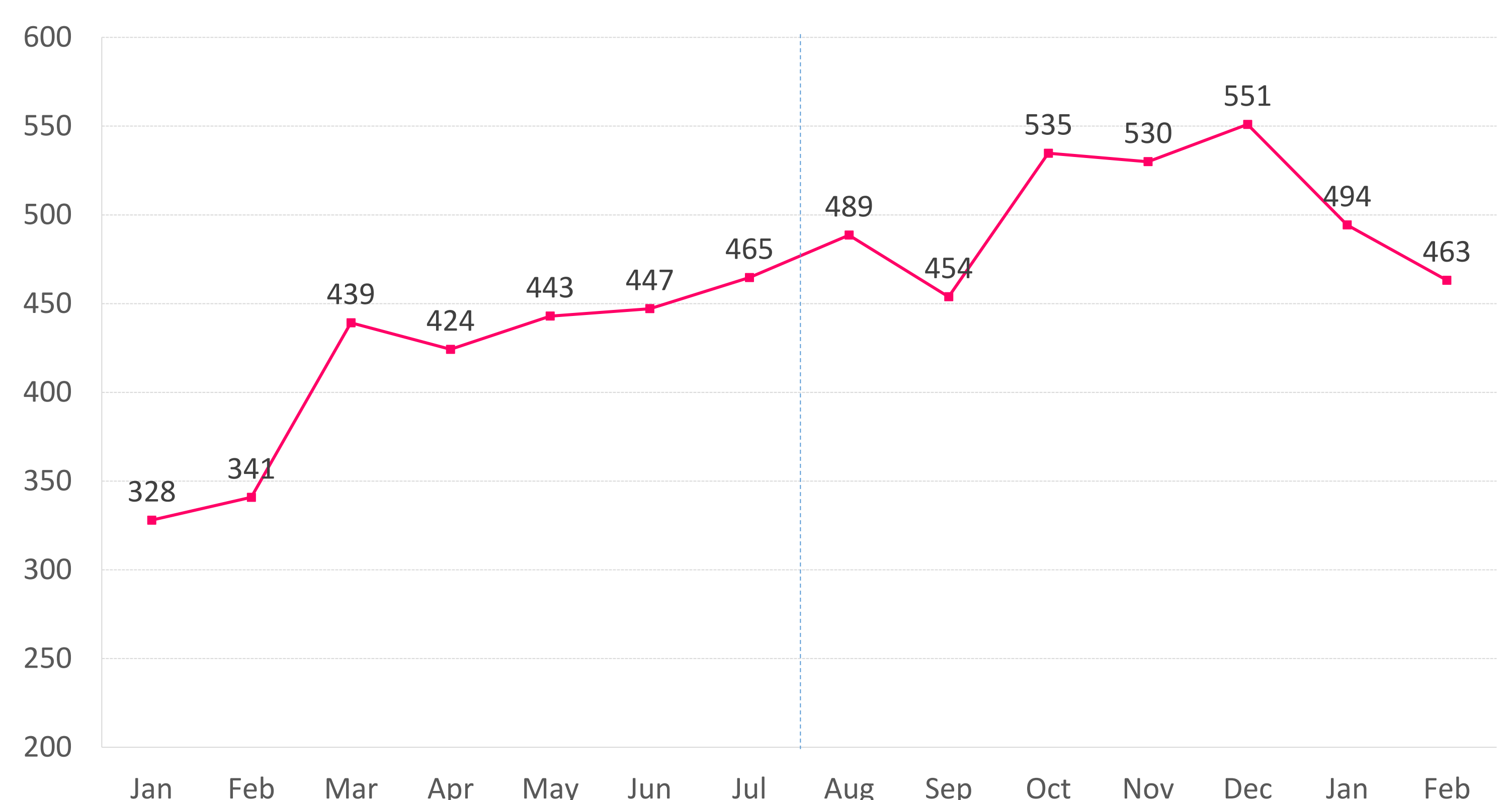
## Results

**Table 1: Average Workload & Departmental Completion Time (DCT) Improvement Results**

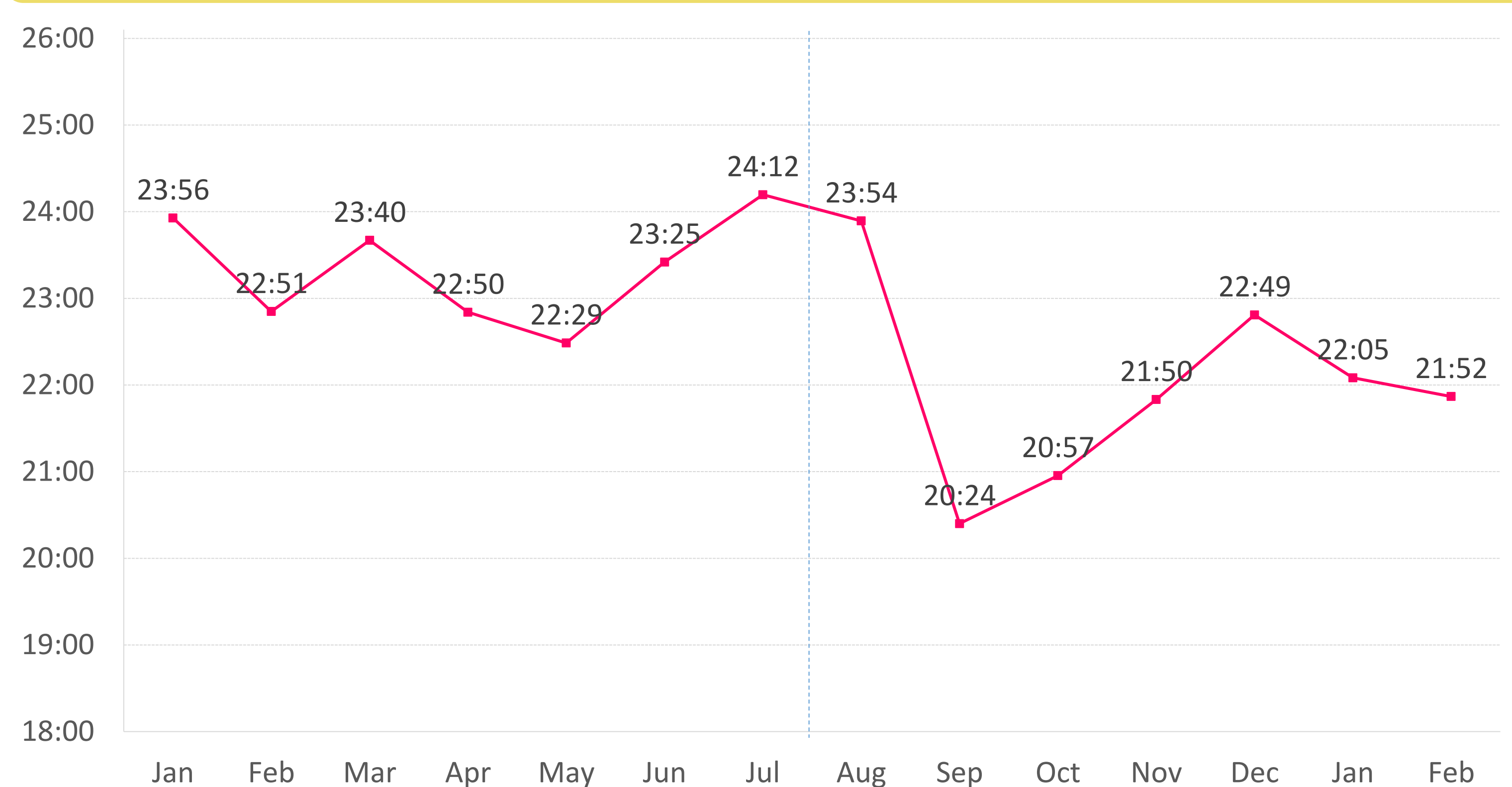
Implementation Jul - Aug 2019	Jan 2019 – Jun 2019	Sept 2019 – Feb 2020	Improvement in Response (%)*
<b>Ave Workload</b>	<b>404</b>	<b>504</b>	<b>24.75%</b>
<b>Ave DCT (mm:ss)</b>	<b>23:12</b>	<b>21:39</b>	<b>6.68%</b>

\* The project aim has been met.

**Figure 1: Average Workload measured from Jan 2019 to Feb 2020**



**Figure 2: Average Departmental Completion Time (DCT; mm:ss) measured from Jan 2019 to Feb 2020**



## Conclusion

Leveraged technology, streamlined training & communication processes, and enhanced performance management system have strengthened porters' sense of purpose & aligned core values, motivated them and improved their productivity to serve patients, which is at the heart of all we do. For example, patients were sent to their destination locations much earlier, allowing more rest before procedures take place.

Project is scalable to portering sector. Future research directions include expanding auto assignment capabilities and improving performance management system for greater levels of productivity.