



Singapore Healthcare Management 2021

Transformation of Job Roles in Patient Liaison Service

COVID takes the lead –

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INTRODUCTION

Patient Liaison Service Department (PLS) was renamed in July 2019 to align with all the PLS in SingHealth Institutions.

With the name change, the job scopes were expanded from the traditional service and facilitation for direct patients (local and overseas), to holistic supports for local insurance providers and GP clinics (2000 nationally) as well. Team members were thus challenged to upgrade their patient's service-centric skillsets to a more active role of process review, stakeholder engagement and campaign organizing.

PROBLEMS

1. Team members were not equipped with skills to manage new scopes of work and had to adjust to the expectation of various stakeholders.
2. Under COVID-19 pandemic, the team was tasked to cover the 12 hours screening in-charge duty for Blk 5 and Blk 7 on Mon, Wed and Friday. This posed another obstacle as the team was coping with changes in the job scope and they did not have the supervisory or operation skill sets to manage the perimeter screening. However, as leadership was essential for staff development, this new role was placed as one of the top priorities for the department.

OBJECTIVES

- G** Galvanizing the team to be ready to take on new challenges faced in the Pandemic Situation
- R** Reaching out to internal and external stakeholders to seek alignment in the scope of work done by the department
- I** Improving the team's morale with communication and engagement sessions
- T** Transforming team members' skillsets to withstand any obstacles with great tenacity.

METHODOLOGY

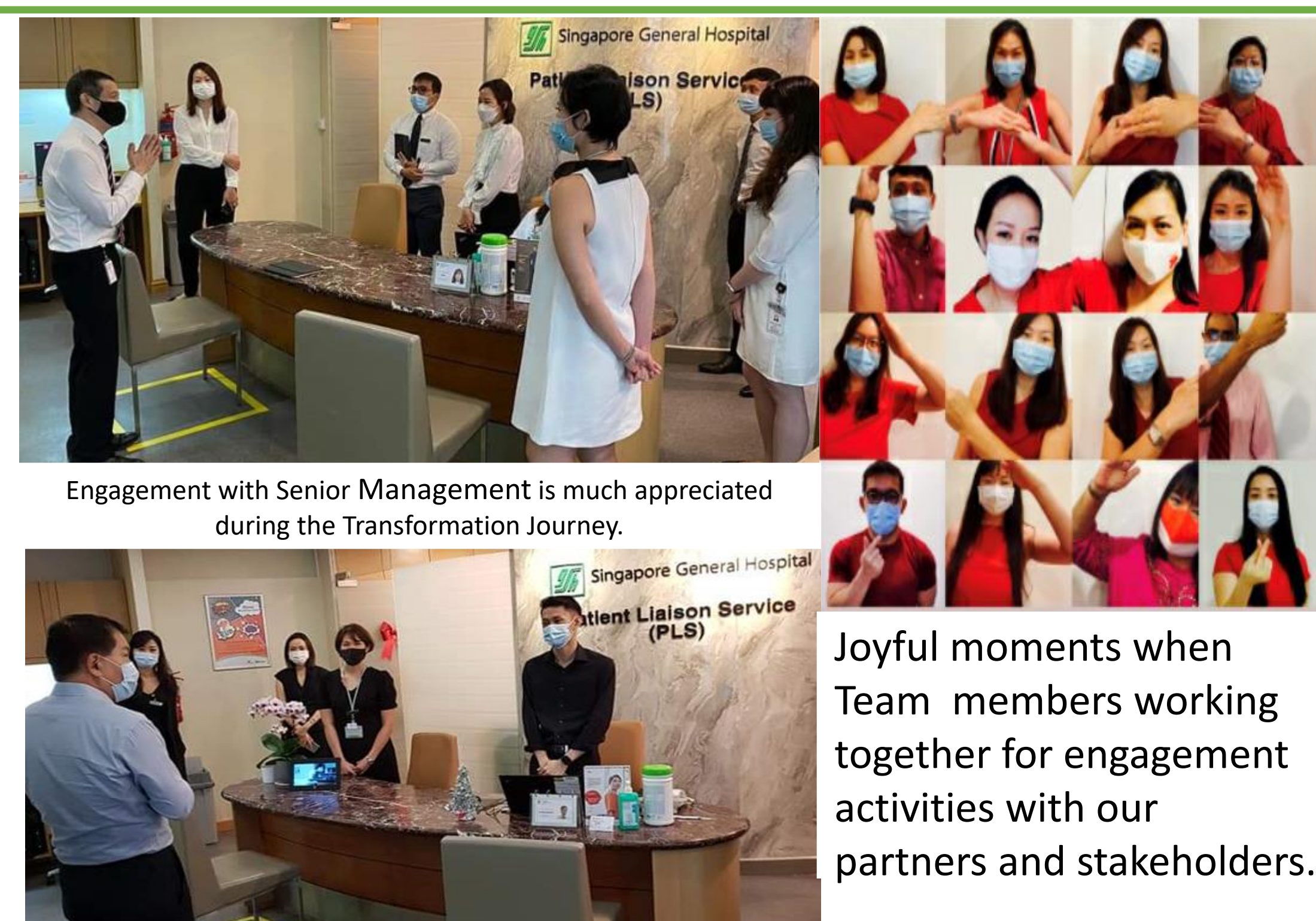
PLS focuses on Engagement, Communication, People's Development and Sharing Joy at Work.

On-going **engagement sessions** have been carried out since 2019 to ensure all members are engaged and committed to achieve the same goals.

The department established various **communication channels** to internal and external stakeholders on sharing new scopes of work, and obtained supports and recognition of the transformation from Senior Leaders to boost the team's morale.

Team members with positive mindset and who are passionate to help the department to achieve the best outcome were assigned as **Team Leads** to provide supports and drive the department's initiatives. Standard Work Instructions (SWI) were developed to guide team members for training and references.

The key to build a **passionate team** who is willing to work together for the **same purpose** is to keep **creating and sharing Joy At Work**.

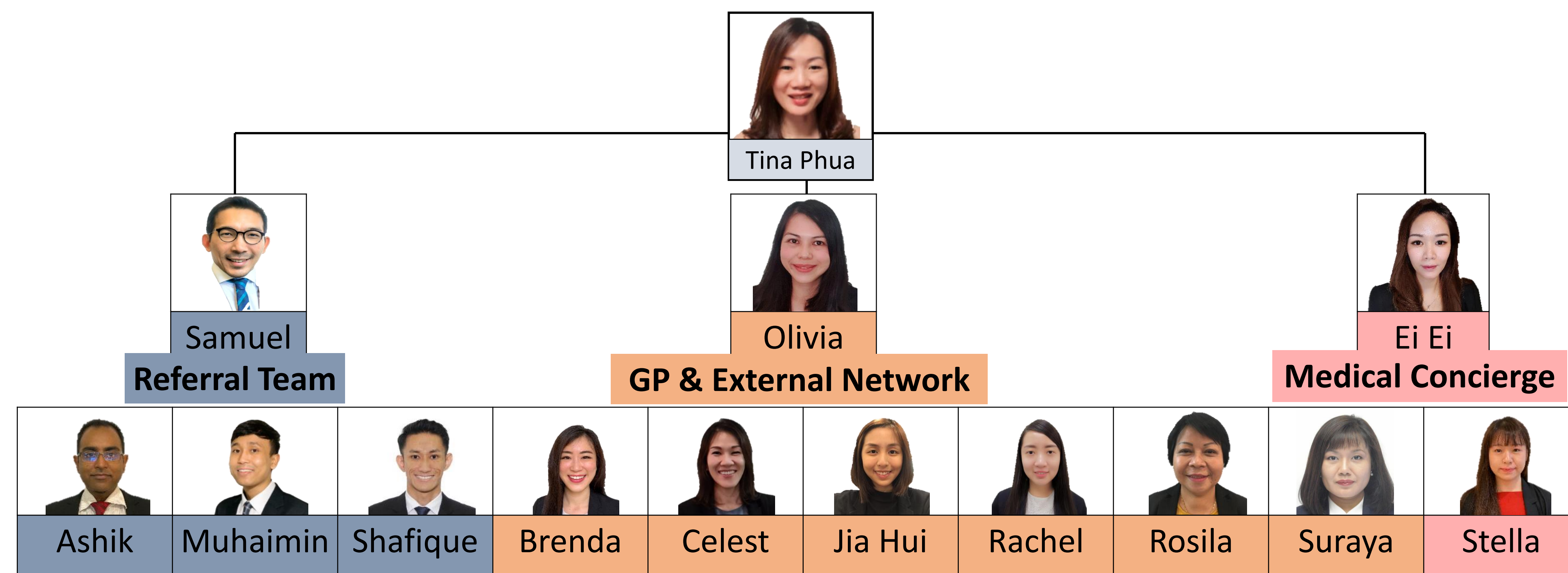


Engagement with Senior Management is much appreciated during the Transformation Journey.

Joyful moments when Team members working together for engagement activities with our partners and stakeholders.

RESULTS

The department was transformed to three distinct scopes of work that enabled team members to develop skill sets for their progression.



Team members are cohesive and able to work on respective scopes of work with clear objectives. The department had achieved the following:

- Completed tele-calling 1700 GP clinics
- Completed 38 Standard Work Instructions and saved in shared drives for reference.
- Completed the 1 page carpark directory
- Completed perimeter screening in-charge duty seamlessly and efficiently.
- Created Specialists' e-directories
- Launched SGH 200 Health Package for SingHealth staff
- Organized 26 GP engagement events
- Organized 5 Public webinars
- Set up GP Hotlines

CONCLUSION

*" Whenever there is **change**, and wherever there is **uncertainty**, there is **Opportunity**" – Mark Cuban.*

The courage to embrace change in the pandemic situation helps to smoothen the transformation journey to build a passionate team working together for the same purpose.

There is stability in the scope of work defined for each team and the department had achieved many good performances in the Balance Score Card and prepared to take on strategic roles for SGH.



Skills set acquired during the transformation, from patient's service skills to acquired the following skills sets:

- Adaptability and Resilience Mindset
- Event Organizing Skill
- Marketing Skill
- Project Management Skill
- Supervisory Skill