



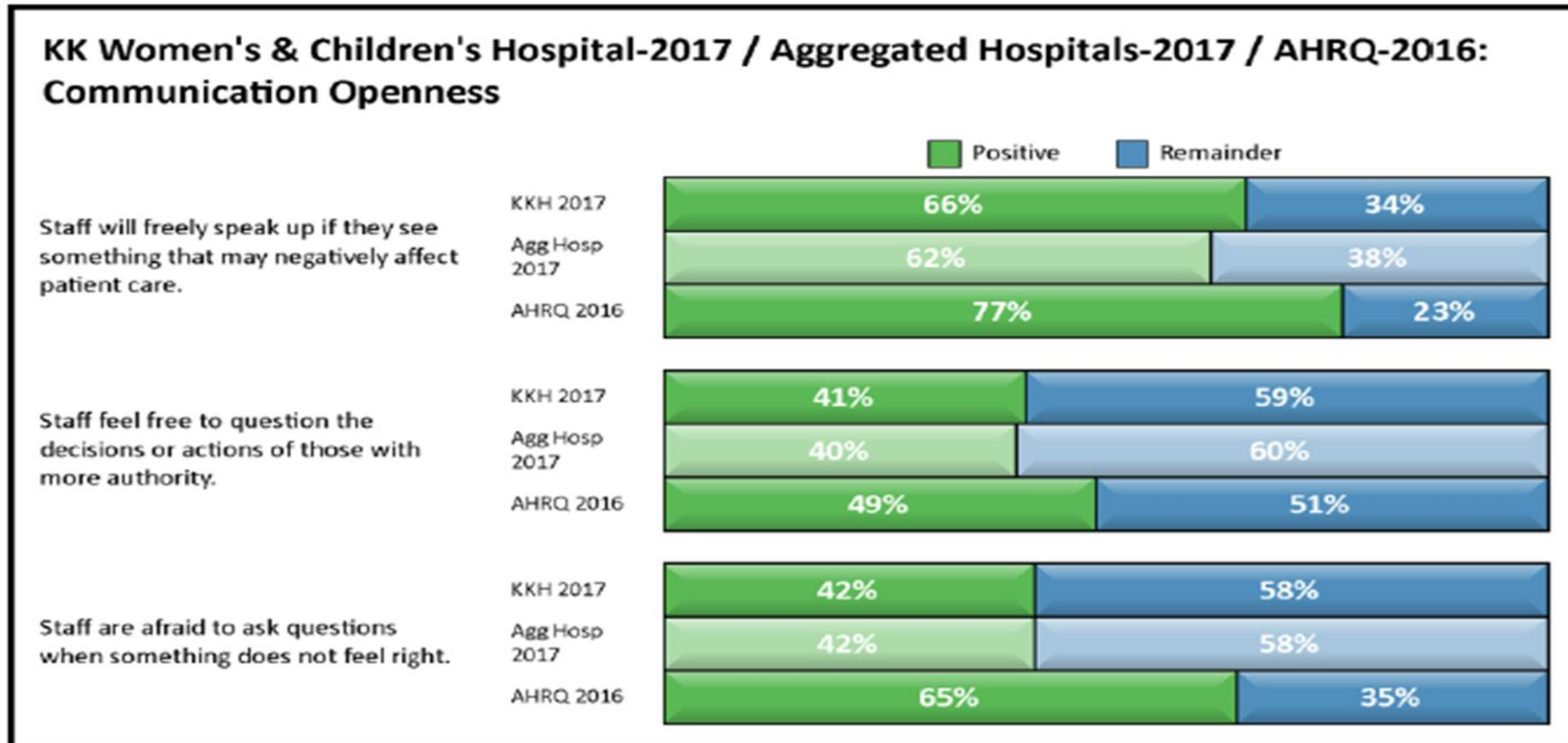
# Singapore Healthcare Management 2021

## WE CARE – Building a Safe to Speak Up Culture

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### BACKGROUND & PROBLEM

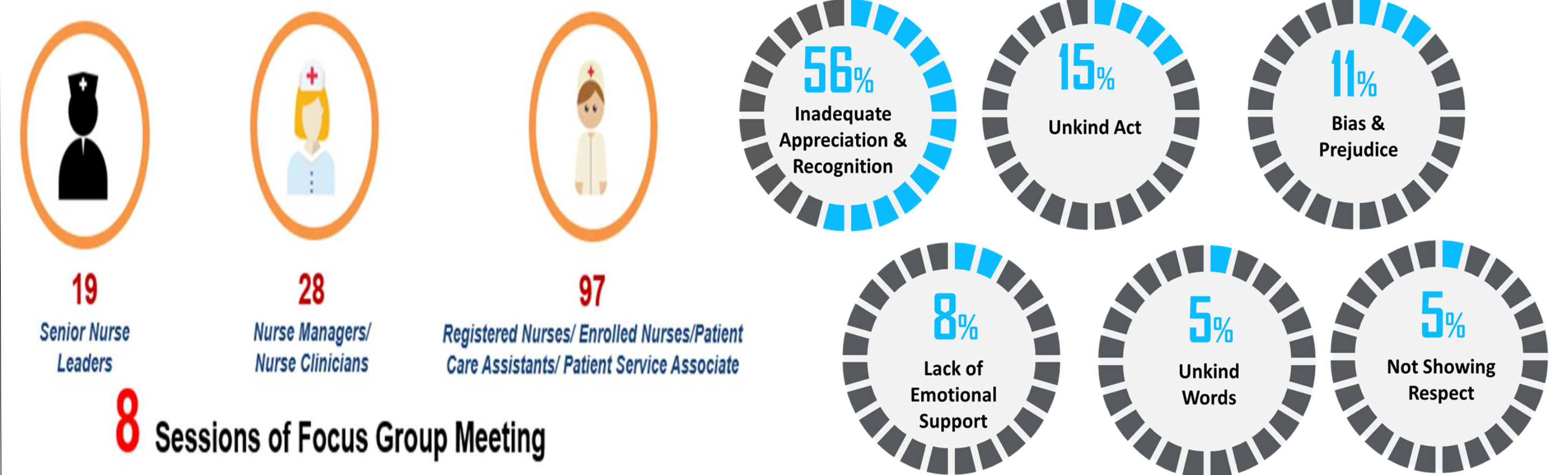
In KK Women's and Children's Hospital, we are committed to build a culture of safety and providing positive patient experience. In 2017, The Patient Safety Culture Survey indicated that our staff were uncomfortable to challenge decision made by the higher authority and were afraid to ask questions when something is not right. There are rooms for improvement for our speak up culture.



Numerous studies indicated that the nurses' workplace culture has a direct impact to safe patient care, patient satisfaction and staff satisfaction. To achieve this, all staff members must feel that they work in an environment built on mutual trust and respect. Trust will be established when the organization eliminates intimidating behaviour that suppresses speaking up on unsafe conditions. We should equip the staff with the relevant knowledge and skills, and encourage them to display attributes and behaviours which can build trust

### AIM & METHODOLOGY

Division of Nursing aimed to inculcate a 'WE CARE Culture'. 'WE CARE culture' is defined as working together seamlessly, treating each other with kindness & respect, being more appreciative, and building trust. With this trusting relationship, staff are empowered to speak up and they become more motivated to promote patient safety.



We conducted focus group meeting with our nurses to discuss on how to improve our work relationship and culture. We analysed and identified critical elements to build our WE CARE curriculum.

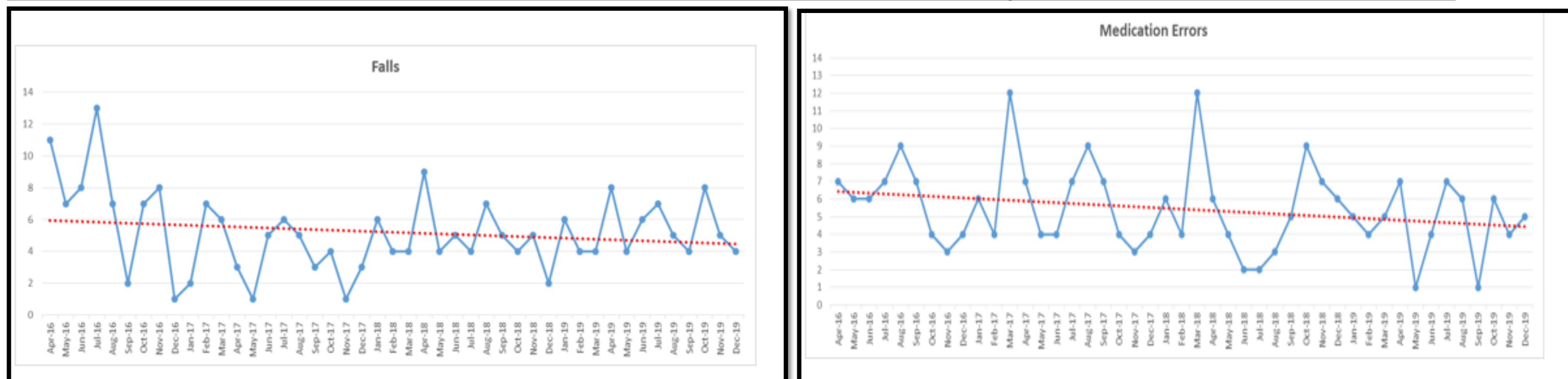
#### 3 Training Phases:

- Phase 1: 1 hour e-learning on appreciative culture (Feb to March 2018).
- Phase 2: 1-day face-to-face workshop which cover the organization tools and the HEART component (Feb 2018 to Feb 2019).
- Phase 3: WE CARE Energizers to strengthen the WE CARE spirit through active staff engagement (March to Dec 2019).

### RESULTS

#### Safe Patient Care

Falls, Medication Errors & Catheter-associated Urinary Tract Infection (CAUTI)



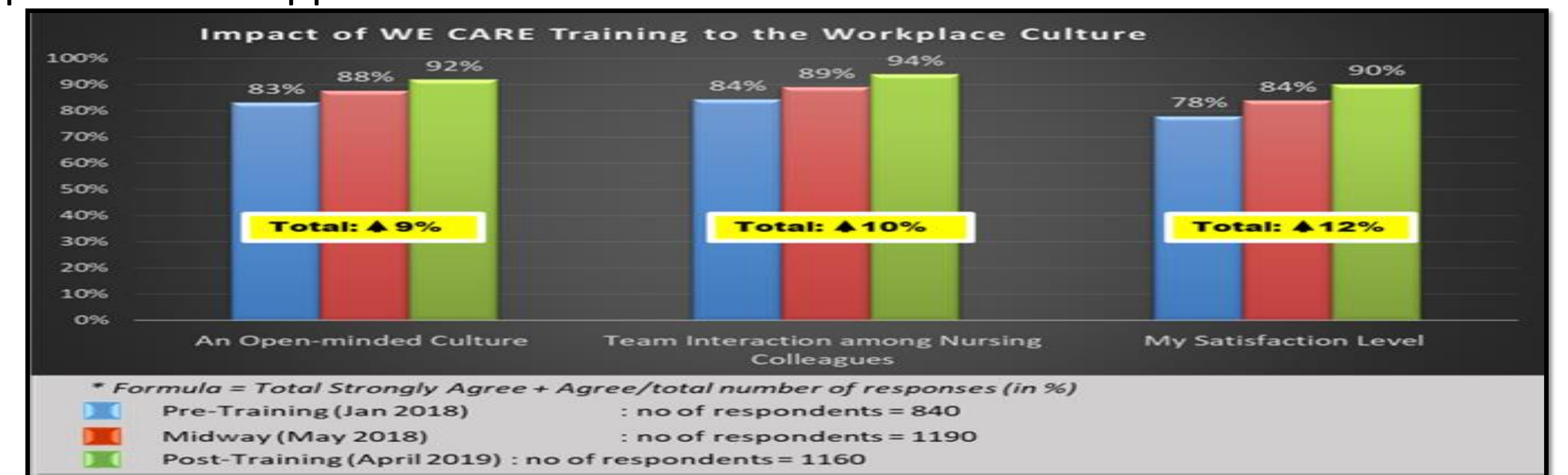
Downward Trend on Falls and Medication Errors (from April 2016 to Dec 2019)

Zero reported incidences of CAUTI in Feb, April, June, July & August 2020.

#### Staff Satisfaction

Staff Perception Survey

We engaged our staff in a research study to give a direct observation of their peers on the application of the WE CARE.



There was significant improvement on the composite score in the 3 categories after the training.

- An open-minded culture: **↑ 9%** from 83% to 92%
- Team interaction among nursing colleagues: **↑ 10%** from 84% to 94%
- My satisfaction level: **↑ 12%** from 78% to 90%

“Reminded staff to do hand hygiene after touching patient environment.”  
~ Staff's feedback from Staff Perception Survey ~

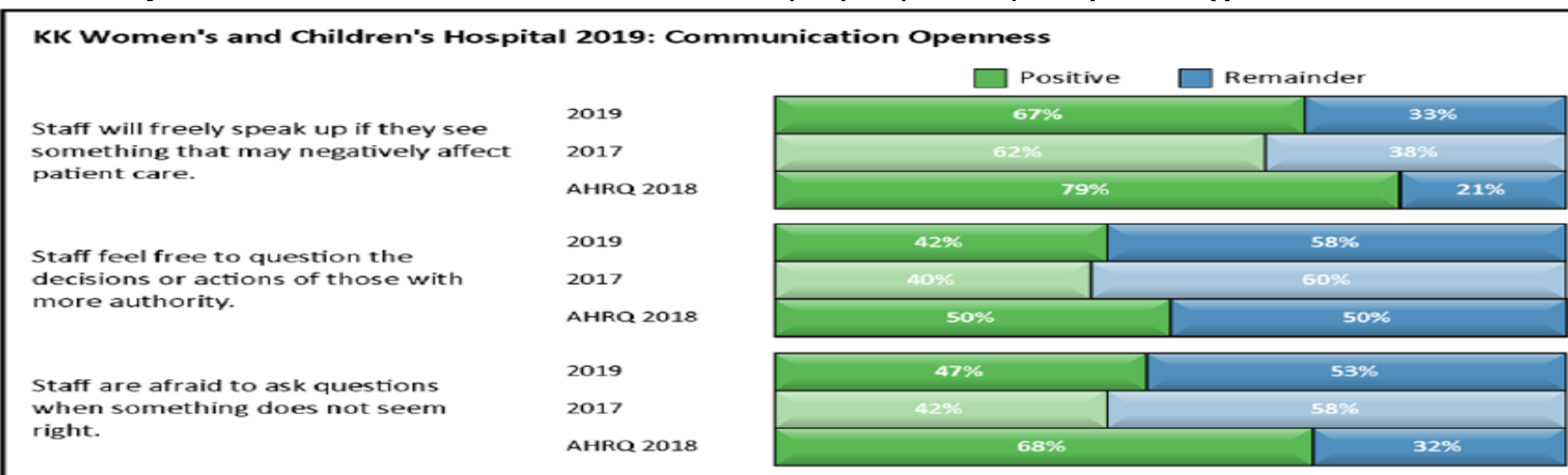
“Our nurse managers and almost all our senior staff encourages us to speak up and it empowers us to practice the same.”  
~ Staff's feedback from Staff Perception Survey ~

Staff verbatim feedback from the survey has clearly demonstrated that WE CARE has helped to cultivate an open-minded and 'Safe to Speak Up' culture.

#### Employee Engagement Survey (2019)

KKH Division of Nursing has also made remarkable improvement in the recent Employee EES (2019).

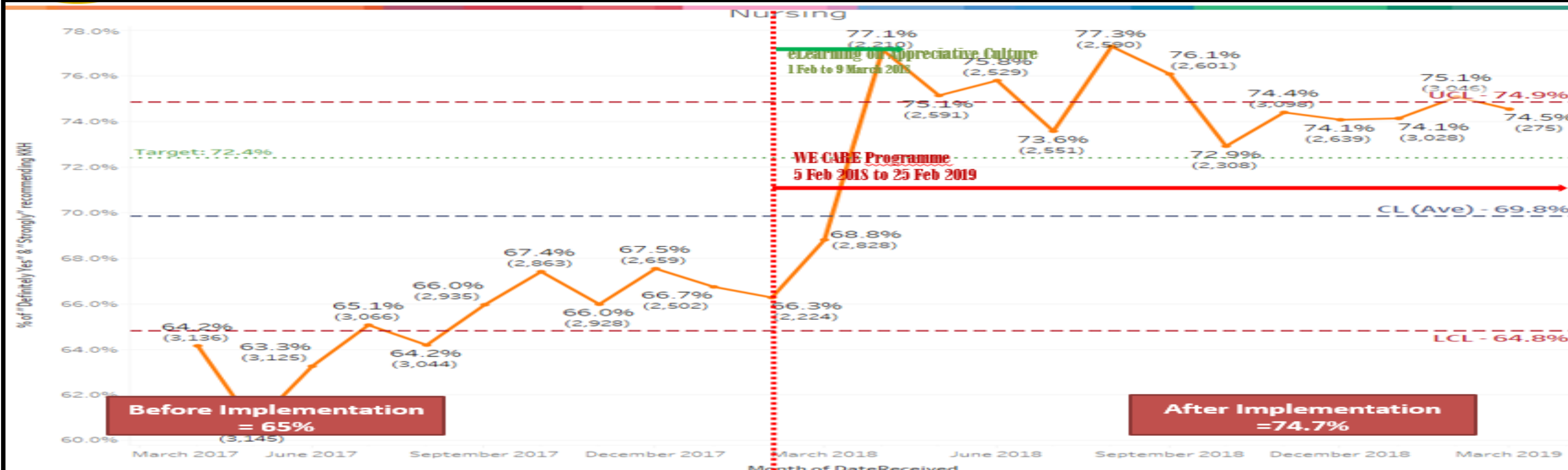
Category	2016	2019	Improvement
An Open-mindedness Culture			
17 People in my department are encouraged to come up with innovative solutions to work-related problems.	81	87	+6
39 This organisation has established a climate where staff can challenge our traditional ways of doing things.	66	77	+11
13 Most of the time it is safe to speak up (e.g., voice opinions, problems) in this organisation.	63	76	+13
5 I have the opportunity to provide feedback before changes are made, which will affect my job.	68	75	+7
2 My supervisor usually takes action on suggestions for change from staff.	72	80	+8
Appreciative Culture			
52 My supervisor gives me recognition for a job well done.	69	76	+7
32 Apart from money, the organisation provides adequate recognition and rewards to encourage good performance.	66	73	+7
A Respectful Relationship			
4 Staff are treated with respect here, regardless of their job.	72	78	+6
54 There is good cooperation among the people (e.g., doctors, nurses, support staff) in my team/department.	77	85	+8



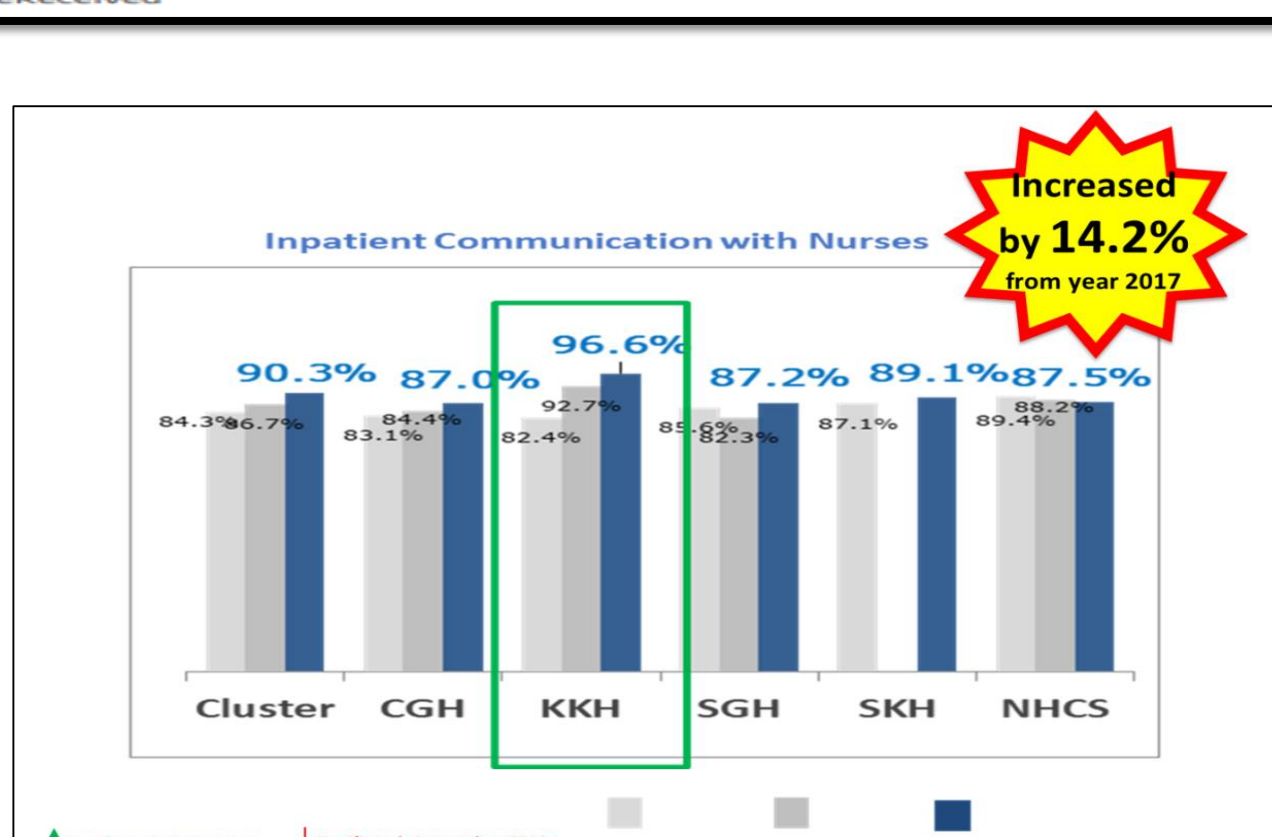
Patient safety culture survey (2019) indicated that the staff are more comfortable to speak up and feel free to challenge decision made by the higher authority.

#### Patient Satisfaction

The practice of WE CARE has also inevitably translated to better patient experience.



	CSISG 2019	CSISG 2018
Healthcare Sector	72.7	72.0
Restructured Hospitals Sub-sector	71.7	70.9
KK Women's & Children's	73.1	71.8
Hospital A	72.5	71.8
Hospital B	71.9	NA
Hospital C	71.8	71.0
Hospital D	71.7	71.2
Hospital E	71.7	71.4
Hospital F	71.6	70.8
Hospital G	69.9	69.3



KKH was ranked **number 1** for Customer Satisfaction Index of Singapore (2019)

Ministry of Health Patient Experience Survey (2019): **96.6%** for communication with nurses

### CONCLUSION

The results of this project is clear and in tandem with our organization's goal of building a culture of safety and providing positive patient experience. With the WE CARE culture ingrained in every nursing personnel, we are confident that we will be moving towards the direction of 'Target Zero Harm' and service excellence.

### ACKNOWLEDGEMENT

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