



# Singapore Healthcare Management 2022

Teo Cheak Han (Group OPE), Christina Tan (SHP), Amelia Tan (KKH), Chua Sin Lee (SGH), Joyce Mak (Group OPE), Joey Ng (CGH), & Sim Chee Boon (SNEC)

Office of Patient Experience – 'Joy & Meaning at Work' Centre of Expertise

## Feel Good to Do Good



### Formation of OPE 'Joy & Meaning at Work' Centre of Expertise (COE)

The Office of Patient Experience (OPE) 'Joy & Meaning at Work' Centre of Expertise (COE) was set up in 2018 to enable and empower the OPE community to find purpose and joy in their daily work. Finding joy and meaning at work was one of the needs highlighted from OPE staff engagement sessions. The work of the COE aims to better connect staff to the organisation's mission and build positive emotions to strengthen work performance, engagement and retention.

Comprising members from Group OPE and various institutions, representing hospitals, centres and polyclinics, the COE (also fondly known as The Care Bears) launched its work by conducting face-to-face staff engagement sessions at every institution to better understand OPE staff needs and concerns. Important themes were then formed and they undergird the COE's workplan (initiatives) for the year.

The roadmap (on the right) outlines the COE's initiatives since 2018 and their intended outcomes.

### Key Initiatives by the COE

- Staff Engagement Sessions [2018-2019] – showcased at SHM 2019
- Distribution of care packs, personalised messages of support (by members and leadership) [2020-2021]
- HEART (Hope, Empathy And Recovery Today) Huddles [2020-2021]
- OPE Gratitude Day, an annual event to celebrate and appreciate staff [2019-2021]

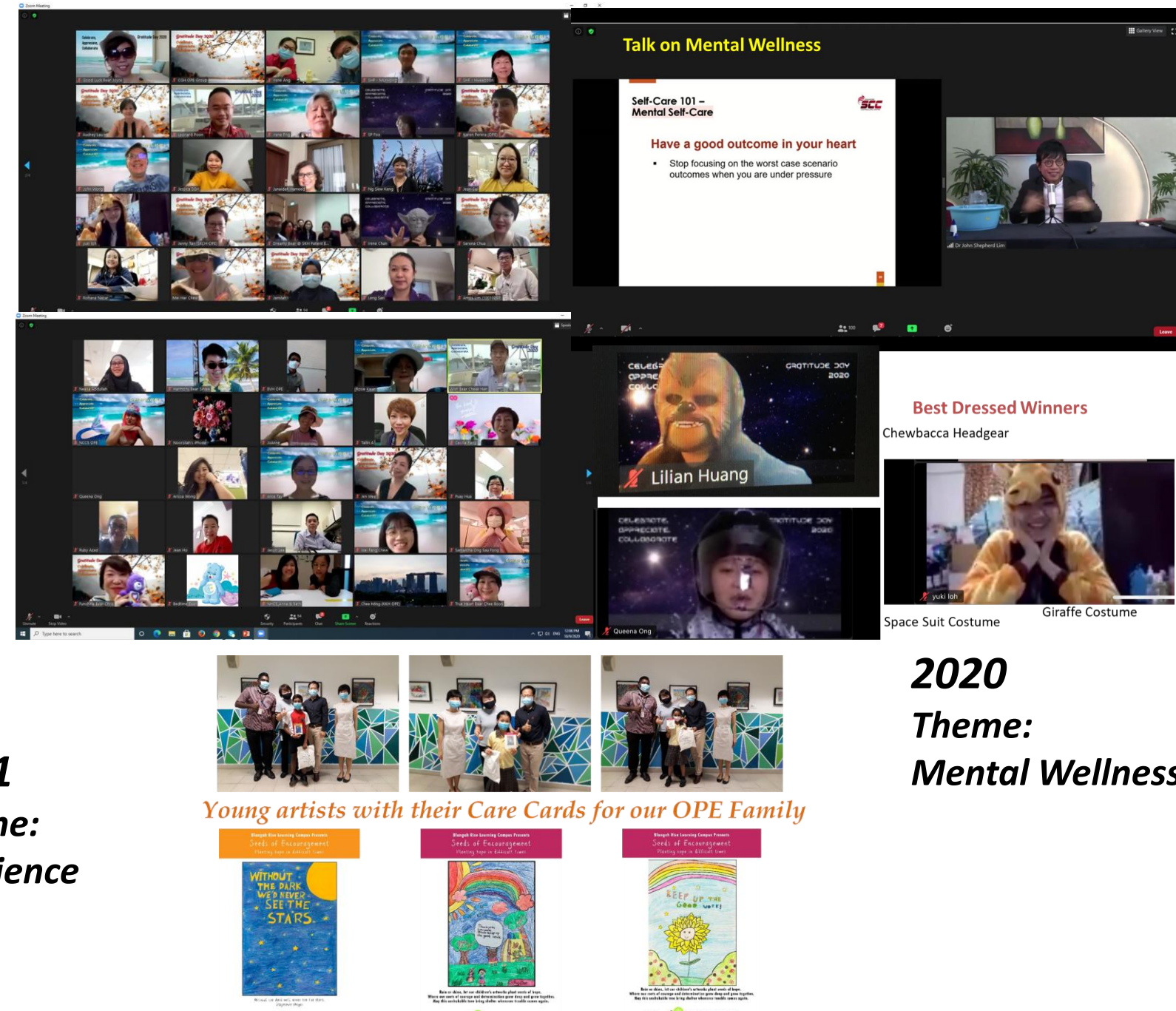
Through the acts of care, love and support, the COE strived to bring the OPE community closer and in support of each other, to connect to the organisation and find purpose and joy in their work. The initiatives were spaced out throughout the year so as to ensure consistent 'acts of care' being showered on OPE staff.

**HEART Huddles** >> Conducive spaces for OPE staff (at institution's level) to reflect and reframe their "frustration/stressors" and orient their energy to the meaning and purpose of OPE work. Theme centres on Resilience for 2020- 2021.



OPE staff also build resilience, feel confident in themselves and in their ability to contribute to OPE work in the face of any difficult or stressful situation.

**OPE Gratitude Day** >> Organised annually, in conjunction with World Gratitude Day in September – A day of "thankfulness" to celebrate gratitude, strengthen relationships, and build a culture of compassion and trust within the OPE community.



### Results Achieved and Moving Forward

The COE received favourable feedback from the OPE community on the initiatives, in particular OPE Gratitude Day 2020 and 2021 during the pandemic years.

The Employee Engagement Survey 2021 results showed an improvement in scores (compared to 2019) for the OPE community. The improvement was evident in most aspects, including engagement. The OPE staff attrition rate is found to be generally low for most institutions, based on the institution's staff listing.

The work of the COE helped to better connect OPE staff to the organisation, build positive emotions and strengthen staff mental and emotional well-being. Staff felt cared for, supported and engaged, and the COE's efforts were recognised by leadership.

A new Patient Experience Shared Service (PESS) workstream on 'Joy and Meaning @ Work' for the Communications Domain will continue to build on and extend the good work done by the COE, to the professional groups of Communications, Office of Patient Experience and Development Office from April 2022.

Dear Open-hearted, Precious, Exceptional friends,  
Thank you for your trust, love and support for the Care Bears. This is our final message as we bid adieu when we hand over to the newly set-up 'Joy & Meaning at Work' workstream for the Comms Domain (Corp Comms, OPE Dev).  
We are happy to have journeyed with you over the past few years – engaging you on your needs, bringing you little surprises, cheering you up on difficult days, building a network of support and fostering friendship and camaraderie through our activities, especially the OPE Gratitude Day.  
While we add some sunshine to the rain during your workdays, we acknowledge your colleagues and your supervisors who have also made each day brighter for you.

Together, we have come this far, and we can make it further. We hope to see some improvements in the Employee Engagement Survey 2021 results (for our OPE community) which will be out next month.  
As a parting note, we have prepared a gift for each of you. We hope that you will continue to find time for yourself – to rest, replenish and recharge and continue to find joy by walking in gratitude. We wish all of you well!  
Always in our hearts,  
Christina, Cheak Han, Amelia, Chee Boon, Joey, Joyce and Sin Lee

"Really appreciate 'Joy at Work' members for all the hard work put in to bringing JOY to our staff! Your good work will go a long way knowing that we are cared for."  
"Thank you Care Bears for sending us flowers almost every day. OPE colleagues and I were brightened by your smiles and messages. As your work is elevated to benefit the bigger Comms family, I wish you good success in creating more uplifting moments for all our colleagues."  
"Really want to thank you for all your efforts and commitment to spread joy and bring cheer to our PE community."  
"Thanks for taking the time for looking after our team members. We can't spell AWESOME without WE and ME."

From various staff

**Aug 2018 – Mar 2020**  
A Supportive OPE Community  
• Face-to-face engagement with institutional OPE teams  
• Inaugural OPE Gratitude Day  
• Valentine's Day 2020 care message and packs

**Apr 2020 – Dec 2021**  
A Resilient OPE Community  
• Onboarding of new COE members  
• Introduction of HEART Huddles for institutional OPE teams  
• OPE Gratitude Day 2020 & 2021  
• Care messages and packs

**By Apr 2024**  
An Activated OPE Community  
• Exuding our best-self and finding fulfilment

Measure of Success  
EES results 2019 → EES results 2021

**Care Messages and Packs** >> showing appreciation to the OPE Community

**You've Got Mail (encouragement)**

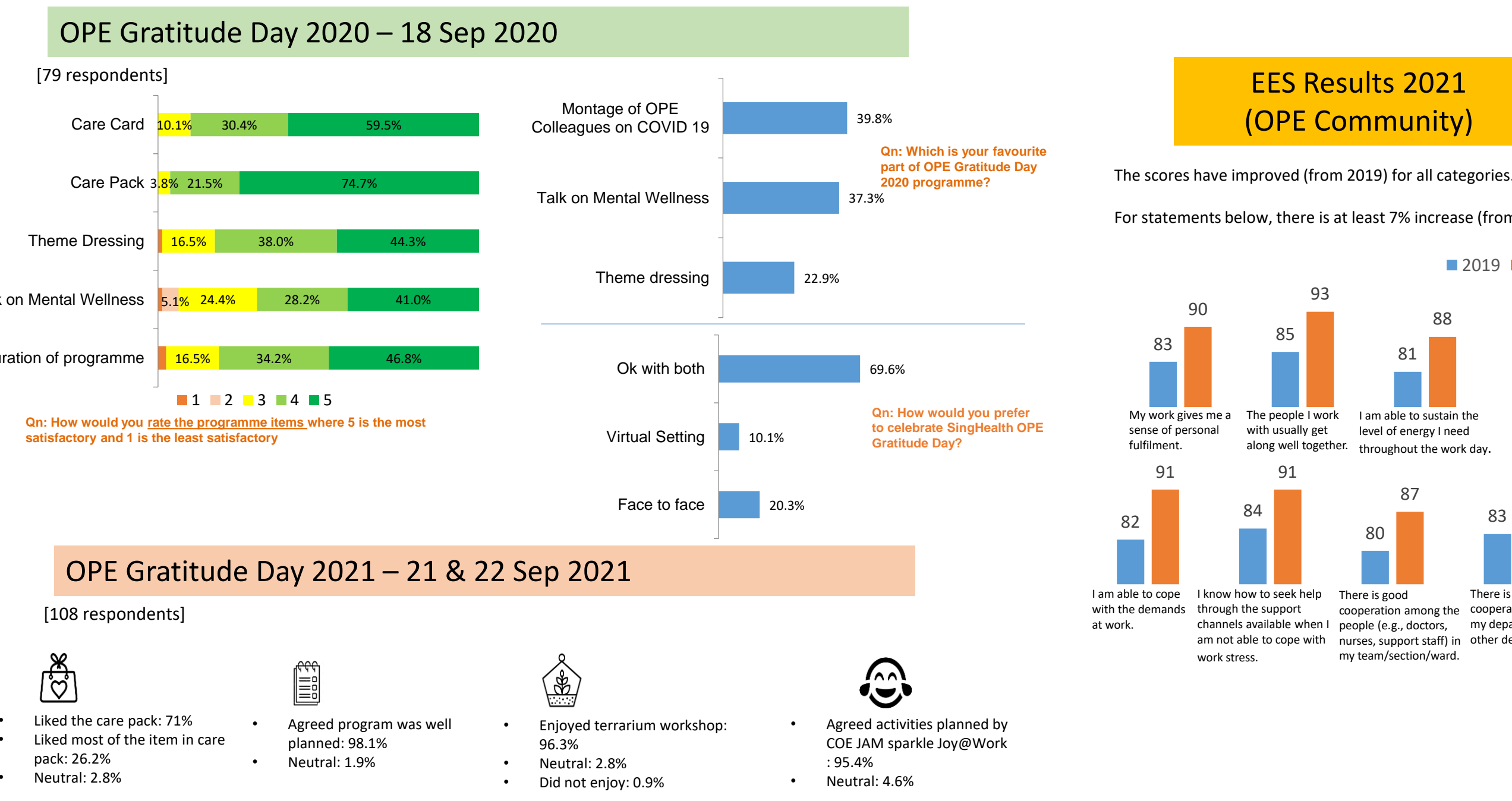
Do you know that while we receive 11 million bits of information every second, the thinking centers of our brain can effectively process only 40 bits of information?  
We can help ourselves by compartmentalising different types of work activities and creating dedicated times in the day to do these activities: for example, working on difficult tasks when we are most productive, blocking time to respond to emails, keeping Friday afternoons for reviewing and planning work for the upcoming week, etc.  
Doing this helps to create the optimal set of conditions for us to effectively process information and make quality decisions while decreasing cognitive load and strain.

For: Our dedicated team of...  
Open-hearted, Precious, Exceptional colleagues

Many of us are able to extend compassion toward others but find it difficult to extend the same compassion toward ourselves. When we focus on self-compassion as a form of development, our sense of self-worth increases and, with it, our ability to better accept our shortcomings, move past them, and try again.  
Take time today to reflect on these 3 areas and see if it helps you build self-compassion:  
• Self-kindness: refrain from harsh criticism of yourself  
• Recognize your own humanity: acknowledge all people are imperfect and they experience pain  
• Mindfulness: maintain a non-biased awareness of experiences, even those that are painful, rather than ignoring or suppressing their effect

For: Our dedicated team of...  
Open-hearted, Precious, Exceptional colleagues

Dear Open-hearted, Precious, Exceptional colleagues  
The work we do can be challenging at times. Thank you for being resilient and staying on course! Do remember that there will always be sunshine after the rain.



Hi Care Bears Cheak Han, Christina, Joyce, Chee Boon, Joey, Sin Lee & Amelia, Thank you so much for your love & care the past few years! Really appreciate all the little things you did for the OPE community! Take care!!  
From all of us at Sengkang Community Hospital

Congratulations on the excellent work done by Christina, Cheak Han and the Care Bears team to spread and strengthen the joy at work for the PE community. You have really uplifted the community in more ways than one. We are looking forward to extending the great work to the larger domain.  
From Ms Audrey Lau, GCCO SingHealth