



Stabilizing Required Manpower Level during Covid-19 Pandemic for Quality Patient Care

Introduction

The Covid-19 pandemic has taken a heavy toll on the healthcare sector. While many had quitted, majority of the healthcare workforce chose to soldier on. Strong leadership, camaraderie and sense of purpose are what motivate the resilient healthcare professionals to keep going together to provide quality patient care.

Aim

The project objectives for stabilizing the required manpower are:

- To contain average monthly turnover rate to be below 2.5%.
To achieve net difference of 1% between hiring rate and turnover rate.
To stabilize fulfillment of manpower requirement to be at least 90%.



Results

Table with 4 columns: Duration, Average Monthly Turnover Rate, Net Difference between Hiring Rate & Turnover Rate, Average Fulfilled Manpower. Rows show data for 2020, 2021, and 2022.

Conclusion

Two years into the Covid-19 pandemic, the heightened resignation of fatigued employees fueled the manpower challenges for healthcare. Effective HRM strategies were progressively implemented amidst a period of mass resignation and increasing manpower requirements...

Project is scalable to portering sector. Future research directions include improving organizational health, strengthening retention programs and expanding sourcing channels.

Methodology

The PDCA methodology was utilized for the project. Representatives from the Transportation Department set up a project team to review the causes of attrition, plan a series of human resource management (HRM) interventions...

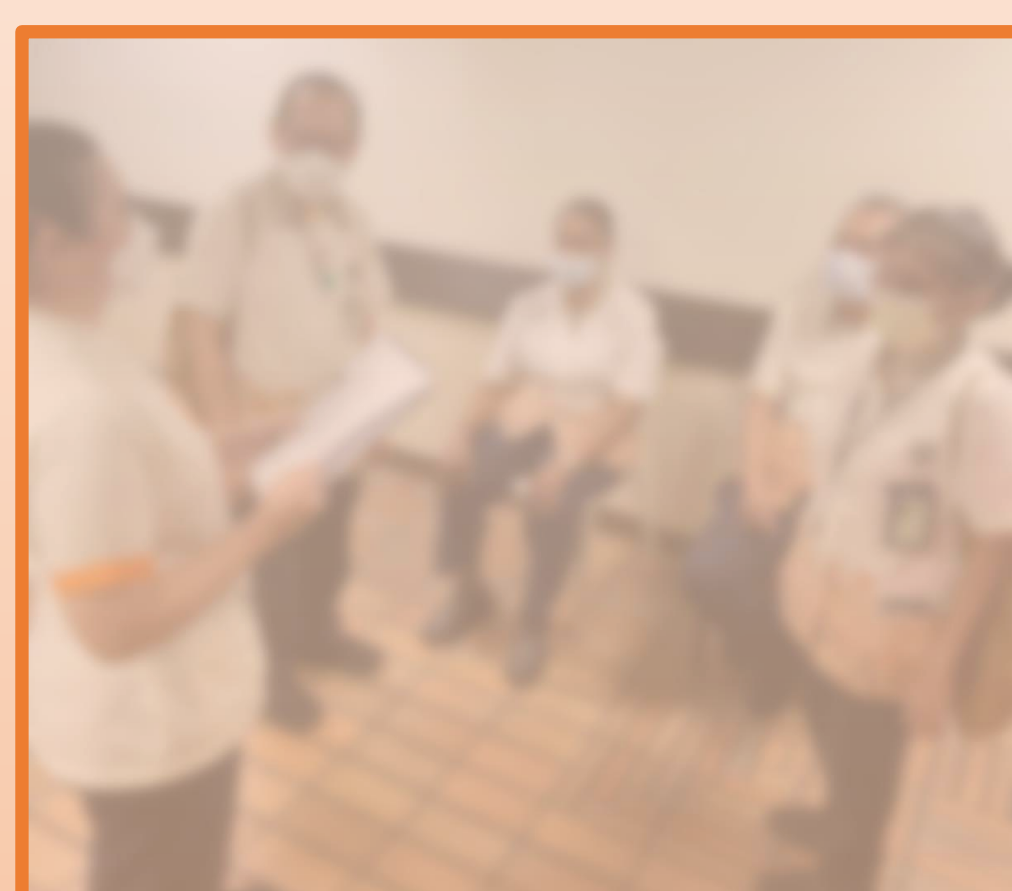


Intervention

Effective HRM measures were progressively implemented from March 2020 to December 2021.

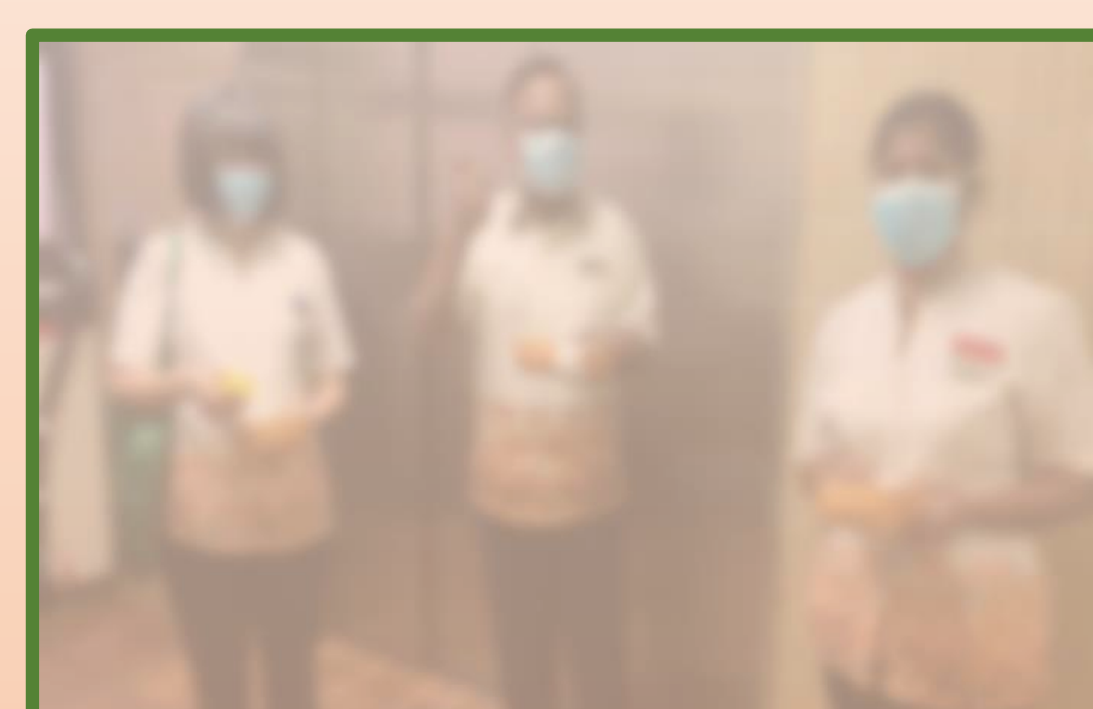
Staff Engagement

Aligned porters with SGH & ISS purpose, instilled meaning into their work and implemented effective solutioning for their concerns. Weekly Toolbox Talk was conducted & contents were sent in chatgroups to encourage, update and keep the team vertically aligned.



Supportive Environment

Recognized porters' courage and sacrifice with appreciative meals, gifts, allowances (for deployment in DEM, Iso wards and Ambulance Iso teams), HERO incentives, and vouchers, from SGH, ISS and community.



Flexible Work Arrangement

Tailored rostering to create flexible, staggered work shifts to meet porters' needs for greater work-life balance and improve retention rate.

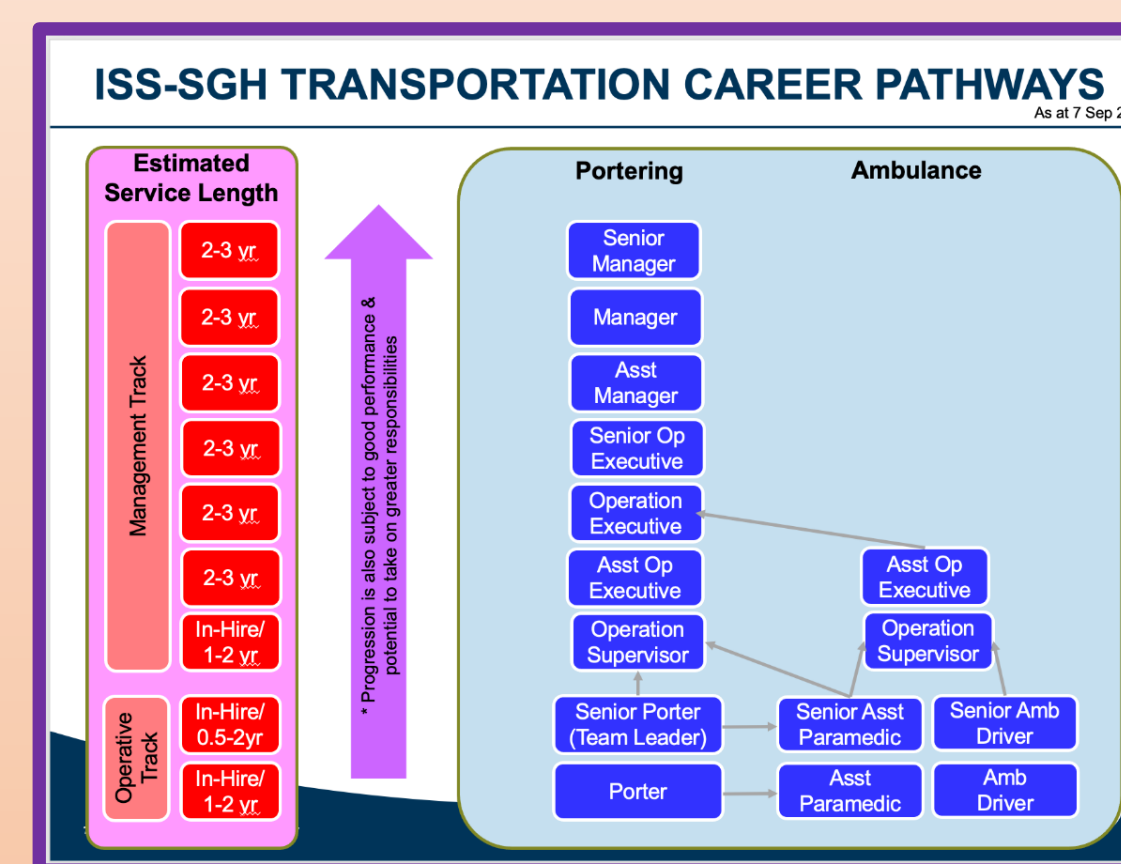


Placed vulnerable porters on long leave to protect them and approved porters' block leave (overseas) to reconnect with their loved ones back home.



Developmental Path

Incentivized porters to adopt a learning mindset, upskill and acquire new competencies (e.g., mortuary-tow truck driving, ambulance medic or driver, controllership, supervisory, etc) to take on greater responsibilities for greater career development and advancement.



Detailed Exit Interviews

Enquired about resignees' concerns and took concrete actions to address them for successful retention outcomes. For example, work-shift and work hours were revised to support staff needs without disrupting operations.

Effective Hiring

Stationed a dedicated, on-site recruiter to cover more sourcing channels. Incentivized porters to introduce successful referrals to achieve even higher retention rate amongst new hires.

Infographic for 'Your Friends are Your Rewards' and 'Be Our TOP Referrer Contest' with details on referral fees and contests.