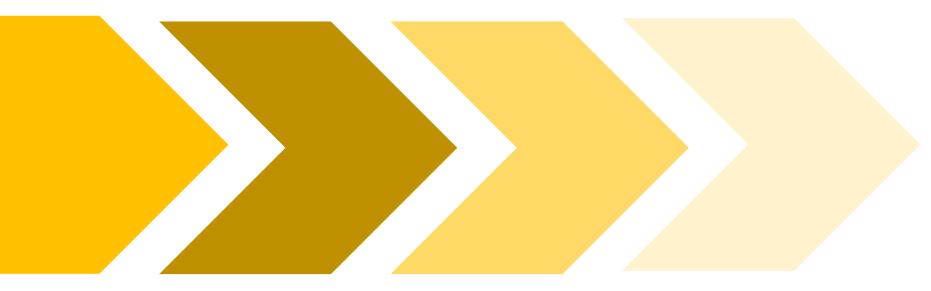




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Stabilizing Required Manpower Level during Covid-19 Pandemic for Quality Patient Care



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. Against this backdrop, it was imperative for Transportation Department to stabilize the required manpower level to support patient needs.

# 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%.

Duration	Average Monthly Turnover Rate	Net Difference between Hiring Rate & Turnover Rate	Average Fulfilled Manpower
1 Jan – 31 Dec 2020	1.7%	2.8%	94.5%
1 Jan – 31 Dec 2021	2.4%	1.1%	93.1%
1 Jan – 15 Jun 2022	2.3%	1.8%	94.0%

## 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 which led to more engaged porters, successful recruitment and contained turnover rate, sustaining the continued delivery of quality services for all users and patients. For example, when there is sufficient pool of porters on the ground, there would be minimal delay for the patients and users in receiving the essential portering services, allowing consequent patient-care activities to continue uninterrupted.

## 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, execute the measures to address the causes, check the effectiveness of the measures and continue with measures that are highly effective.

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

## 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

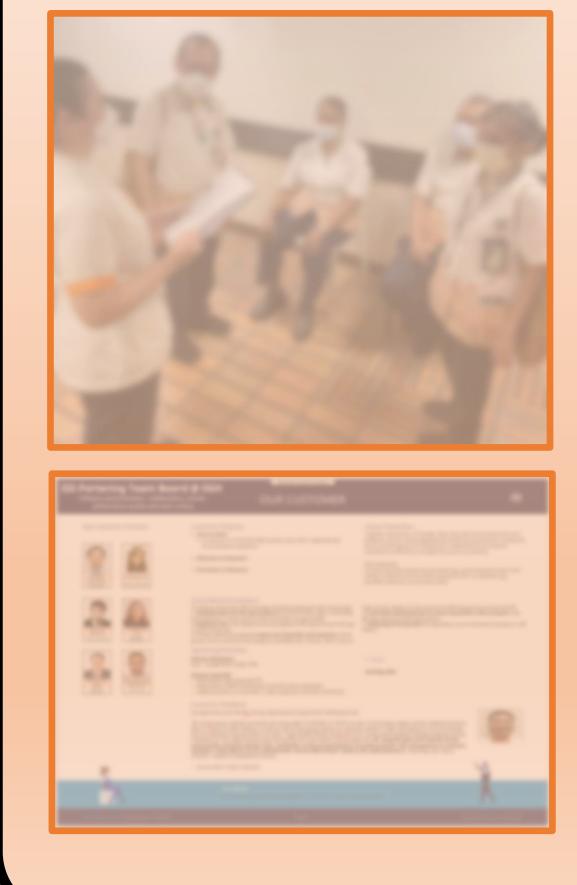
## Developmental Path

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.

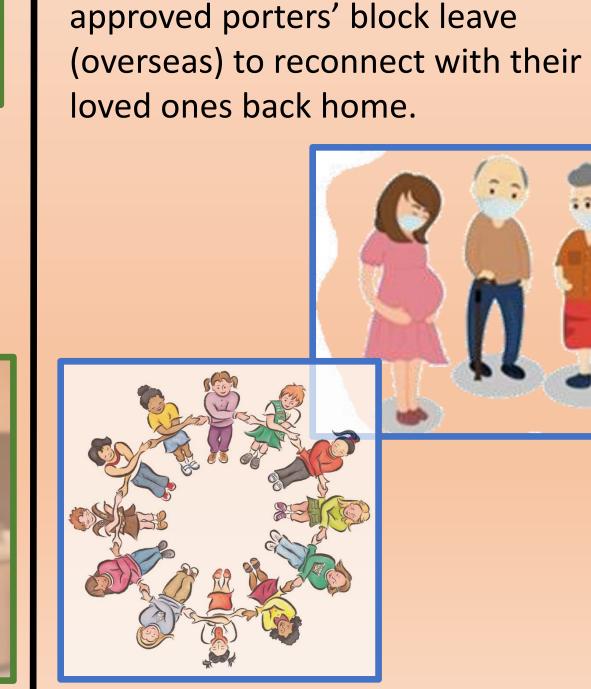
### Effective Hiring

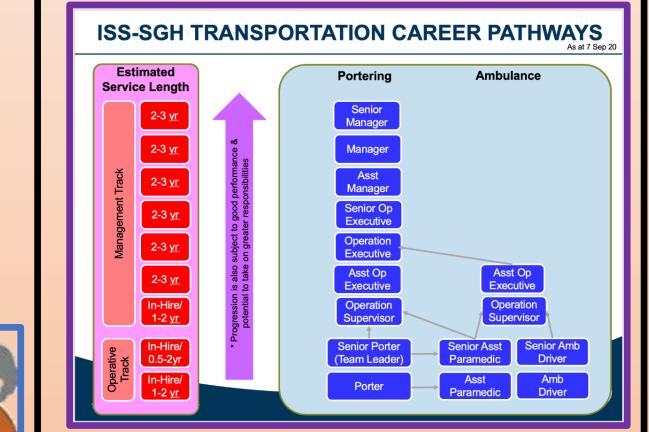
Stationed a dedicated, on-site recruiter to cover more sourcing channels. Incentivized porters to introduce successful referrals to achieve even higher retention rate amongst new hires.











### 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.



Qualifying period : 2 months We will have a "top referrer winner" every 2 months and winner will receive a grand mystery gift! Terms & conditions apply.

Employee Referral Booster Campaig

Applicable to newly hired cleaning and M&E technical crews at Frontline/Operative level (e.g. Supervisor, Housekeeper, Cleaner, FSS/FE, M&E Technician, M&E TO) New hire must accept job offering within qualifying period from 16 Feb 2022 to 15 Aug 2022 New hire must not have applied for such position on his/her own accord New hire must not be an employee of ISS of the same position within past 6 months New Hire must not receive any disciplinary penalty Employees must still be actively employed by the company upon receipt of the fees	Contact People & Culture Team at 82014452 to understand more about the campaign and to submit a referral. To qualify for this reward, the claim form must reach P&C Department by <u>15 Aug 2022</u> . Other applicable terms and conditions shall apply to be eligible for the "Employee Referral Booster" reward. In case of dispute, ISS management shall be the ultimate authority to decide.
PEOPLE MAKE PLACES	(55