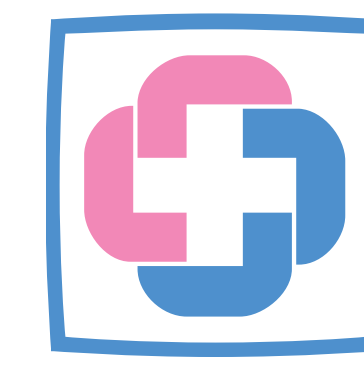




Singapore Healthcare Management 2022

# Workforce Transformation of DPLM Client Services

Julian Lee Yi Hao,  
Eric Tan Cheng Hwee, Peh Guat Lian  
KK Women's and Children's Hospital



KK Women's and Children's Hospital  
SingHealth

## Introduction

The study's objective is to review the effectiveness of strategies to achieve high-performance work practices (HPWP) in DPLM Client Services. The set of strategies consists of leadership theories, management framework and human resource management practices.

### Why a change is required?

The section's situation was reviewed in April 2020 and a common theme of poor staff motivation was identified (figure 1).

### Factors that was observed in the section

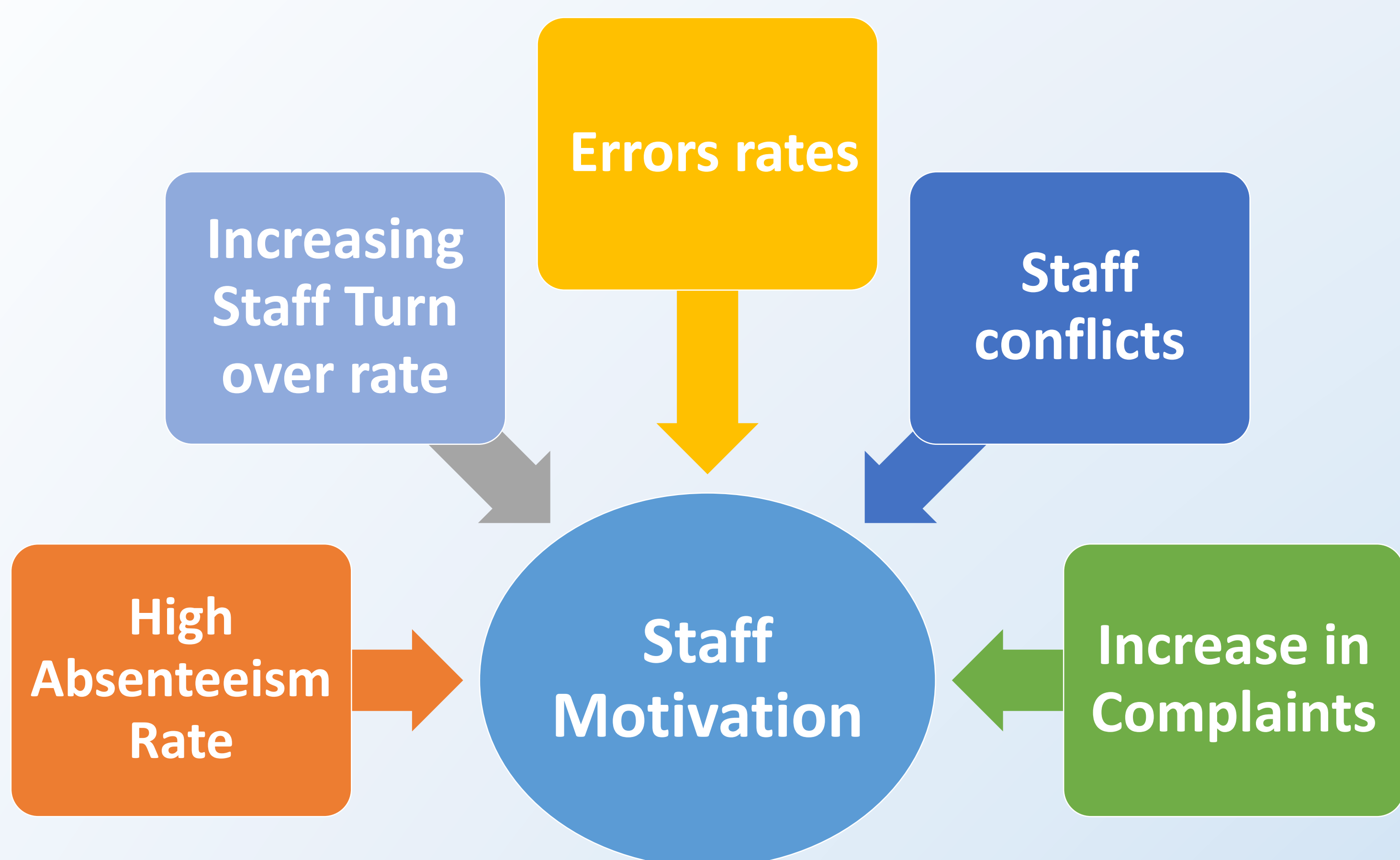


Figure 1. Factors that are observed in the section that affect staff motivation.

Poor staff motivation can directly impact the quality of service provided and indirectly linked to patient safety.

## Methodology

The strategies are then developed based on Transformation Leadership model (Figure 2) targeting at workforce transformation to motivate, engage and manage work performance. This includes workplace culture, alignment to leadership framework, empowerment and developing of staff.

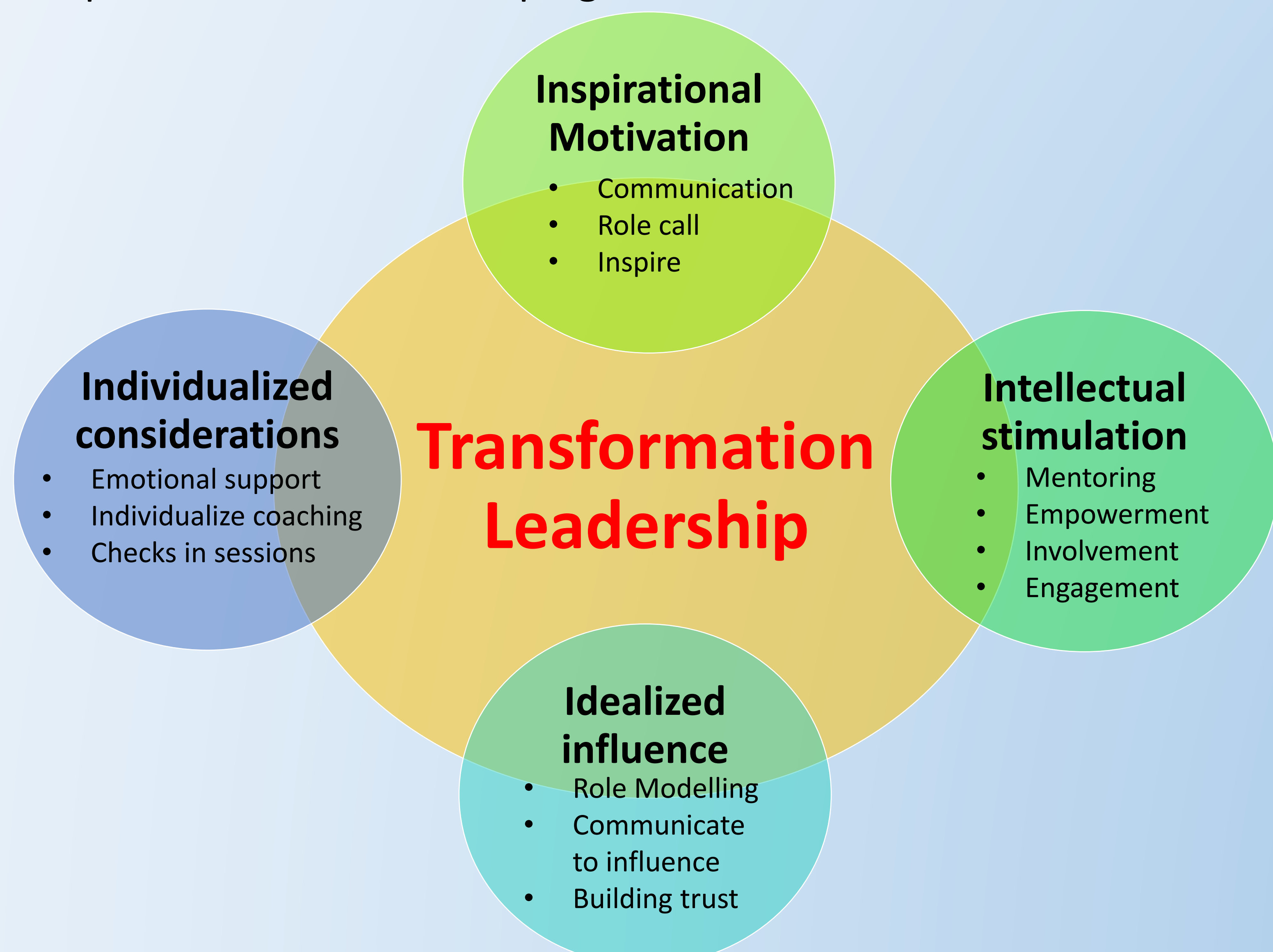
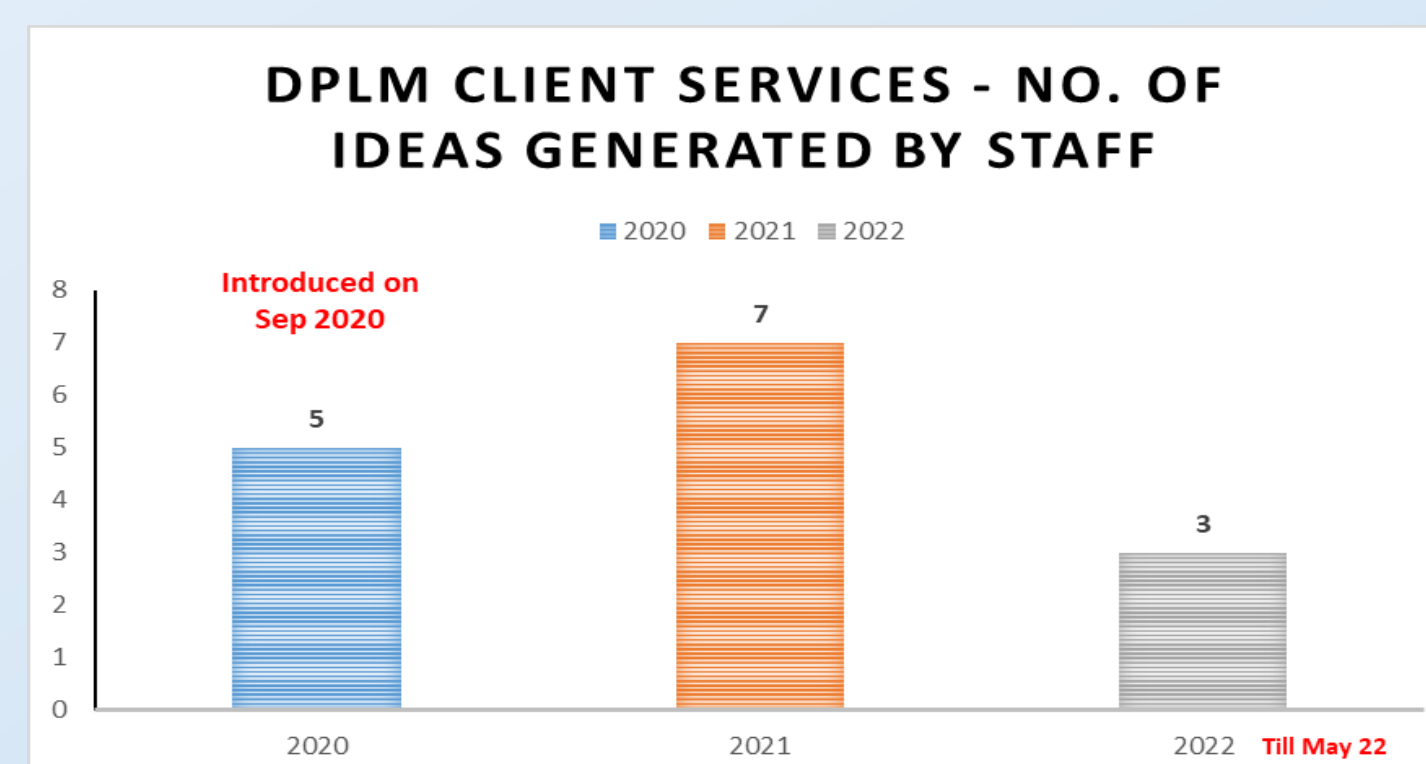


Figure 2. Strategies developed based on Transformation Leadership model

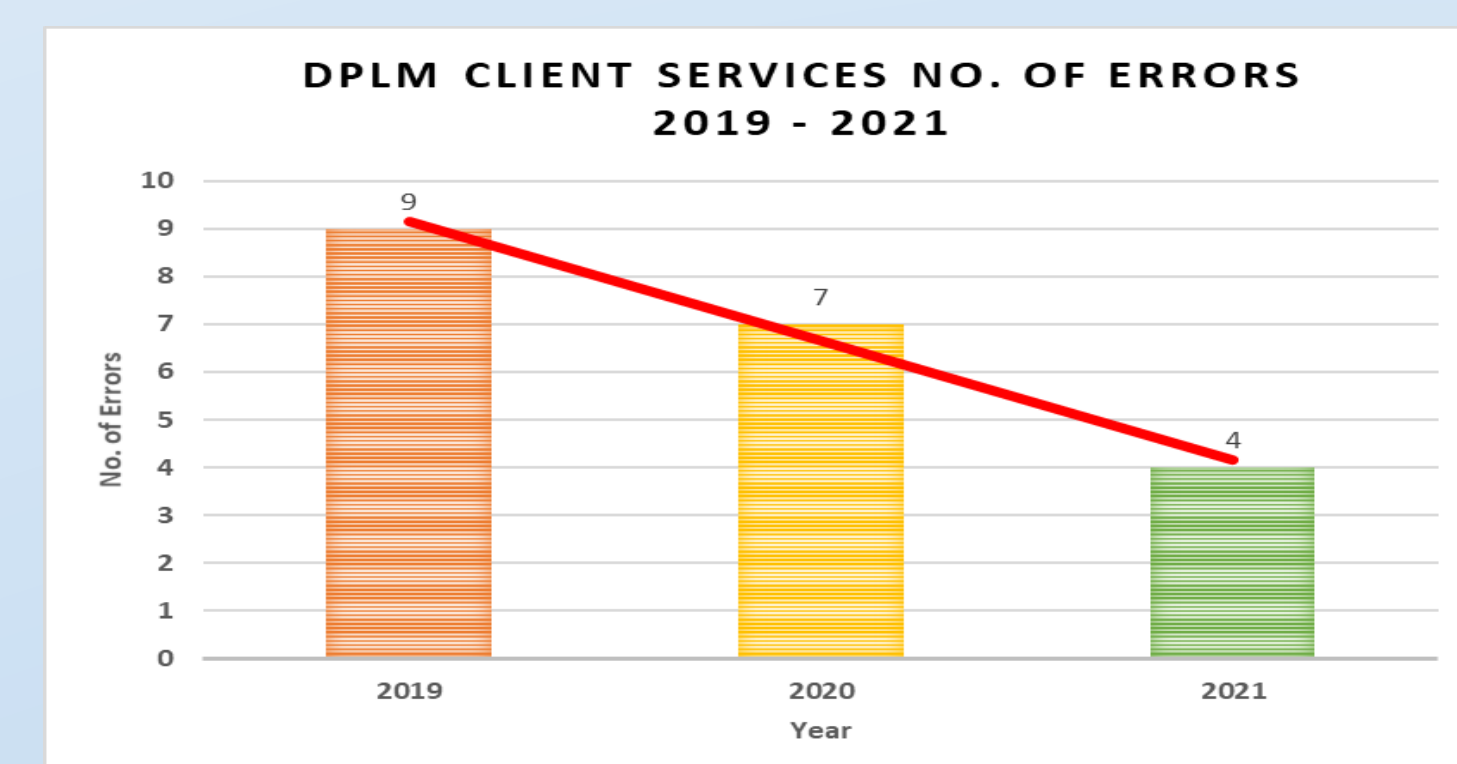
## Results

The increase in ideas generation and lower number of errors are indication of staff ownership in their processes. Recognising staff for their good work through nomination for awards has motivated staff to have more confidence in their abilities.

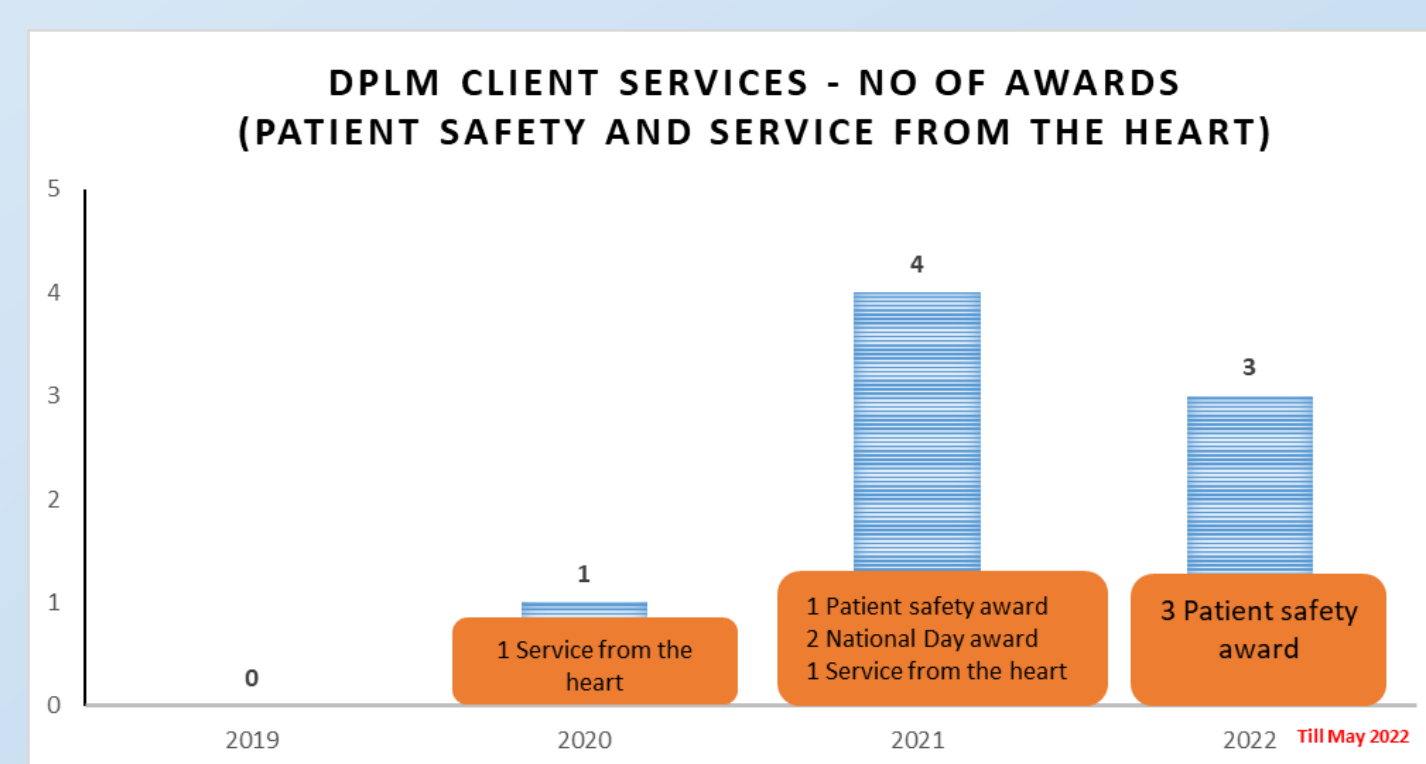
The annual turnover rate and absenteeism rate was monitored and a downward trend was observed from 2019 to 2022 is a significant improvement. Although the size of the team had grown from 2019 to current and there were changes to service coverage from non-shift to shift work in early Jan 22, the team adapted well to the change. Overall, employee engagement survey for the section for Yr 2019 vs Yr 2021, showcase strength in sustainable engagement and favourable scoring in staff being engaged, enabled and energised.



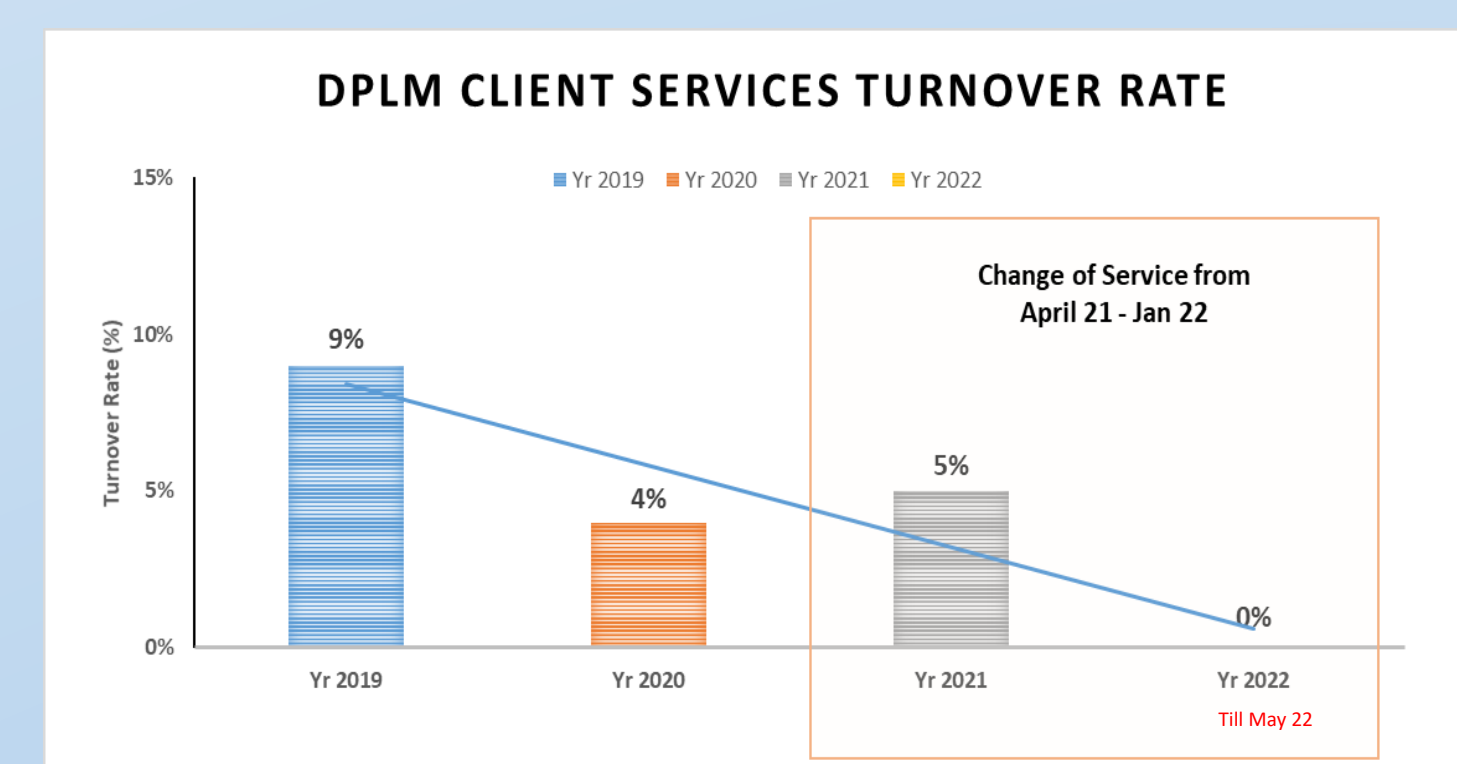
Graph 1. No. of ideas generated by staff



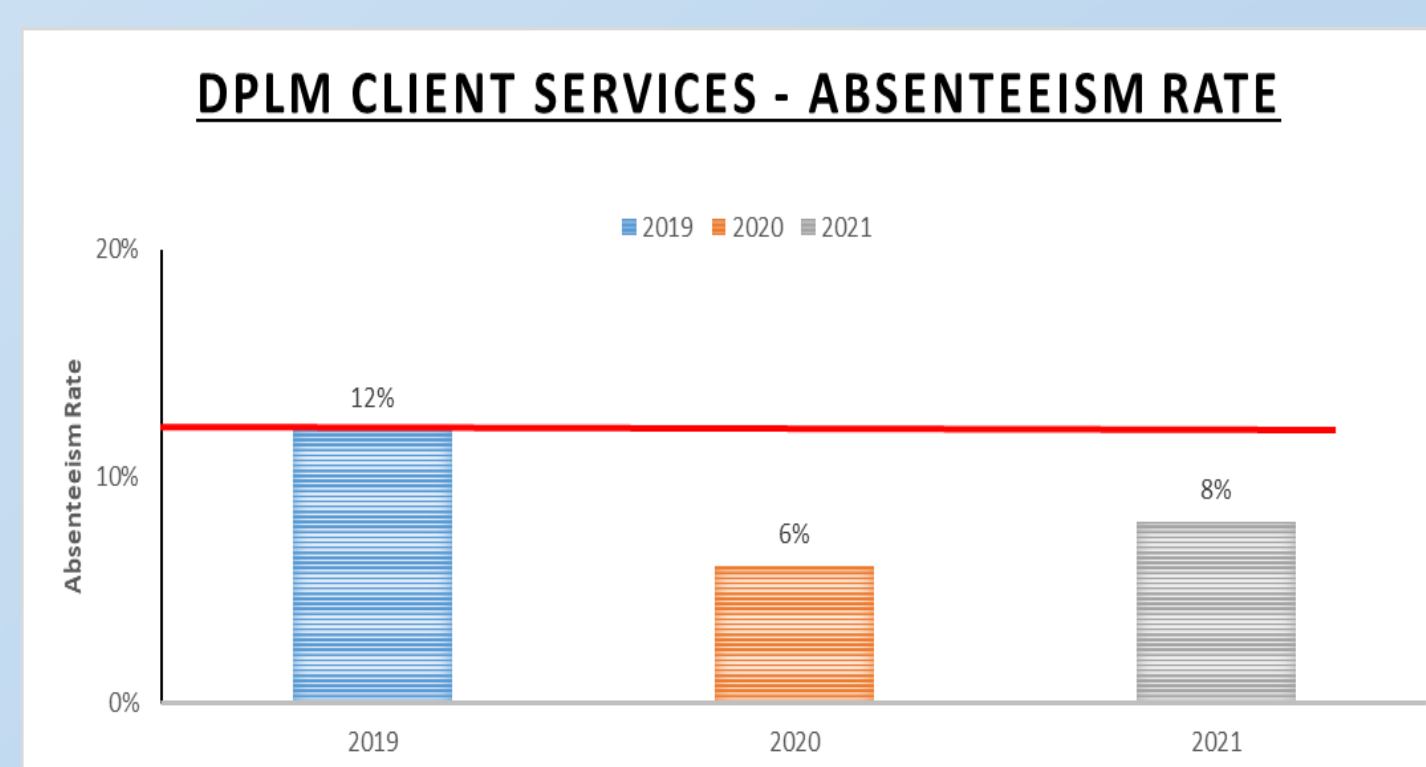
Graph 2. No. of Errors



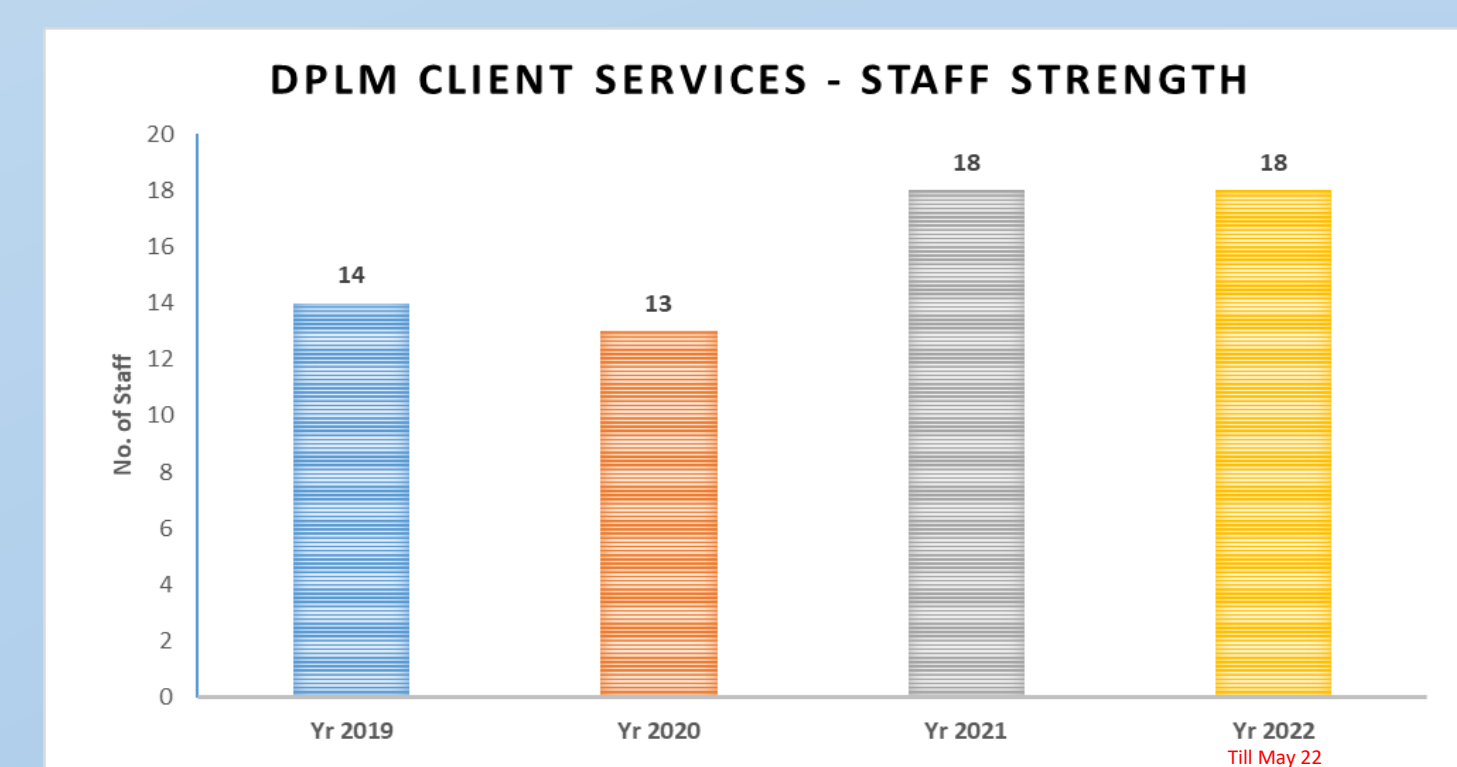
Graph 3. No. of awards



Graph 4. Turnover rate



Graph 5. Absenteeism rate



Graph 6. Staff Strength

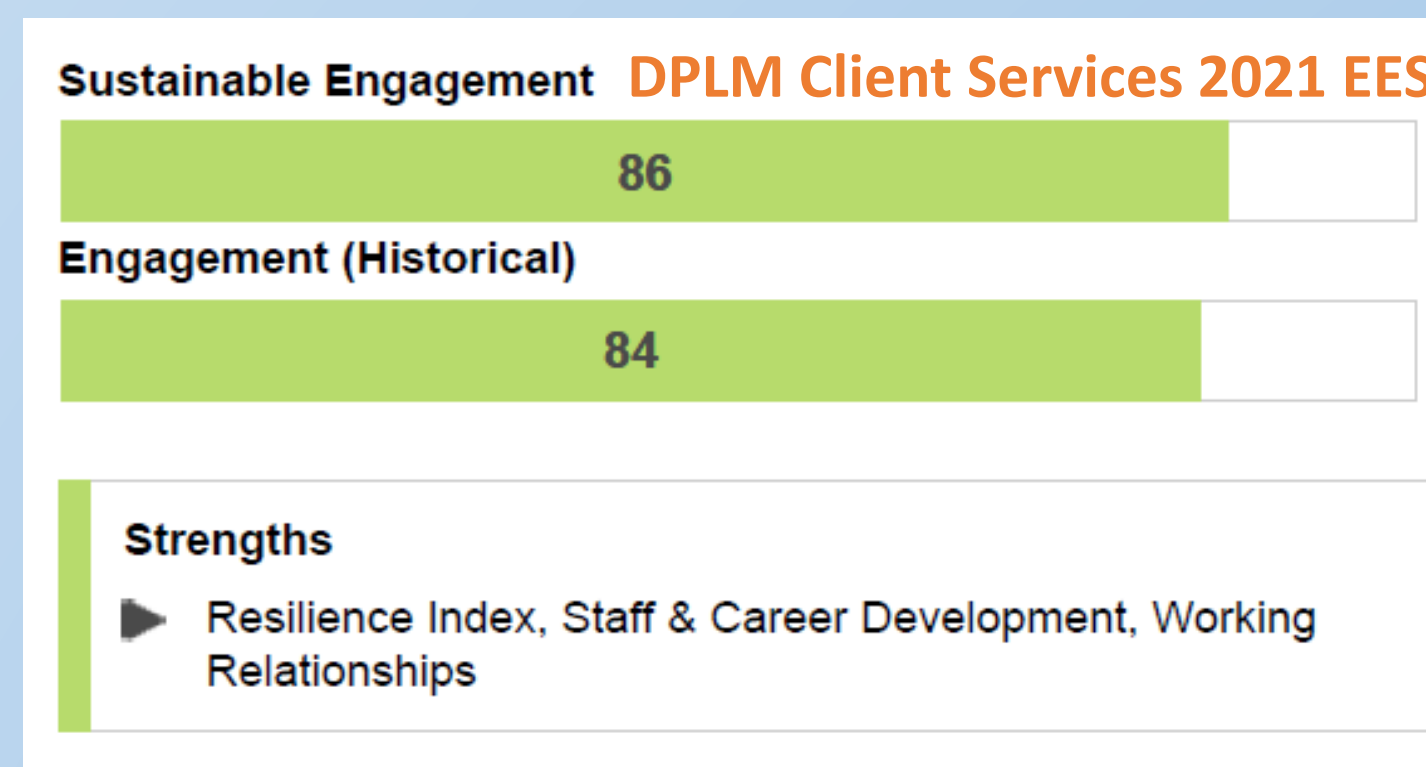


Table 1. EES2021 Strengths

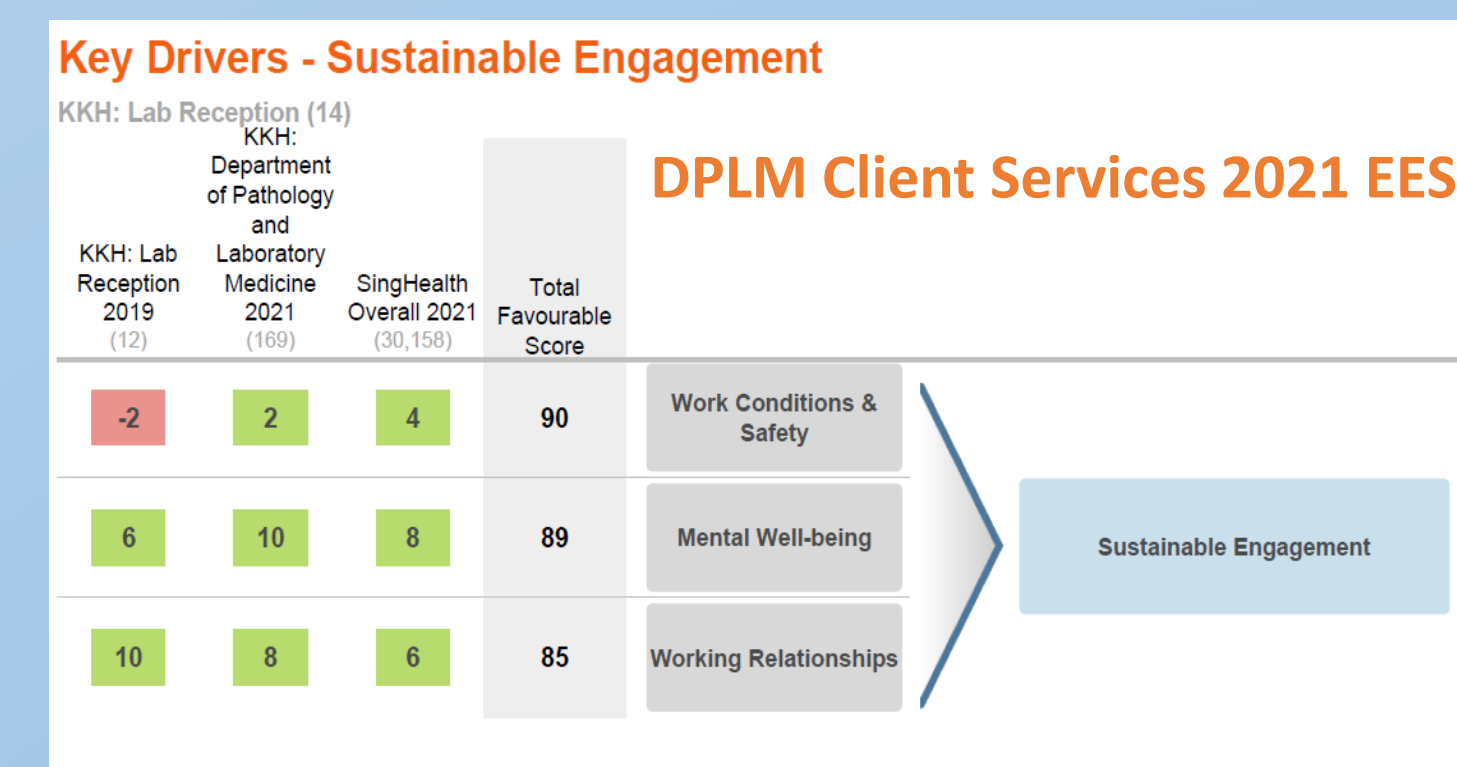


Table 2. EES2021 Key drivers - Sustainable engagement

## Conclusion

The set of strategies employed work on staff intrinsic motivators building staff confidence and contributing to the organisation's direction for better patient care. Using transformational leadership framework, it helped to engage staff and improve staff motivation. The improvement could be seen in the results of employee engagement survey, ownership of ideas, openness in sharing, lower turnover rate and reduction in errors. To maintain HPWP at the Client services, a constant application of leadership theories, management framework and human resource management practices is still required.