



Singapore Healthcare  
Management **2023**

# Pharmacy Walkabout – Connecting with Staff on the Ground

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## Background

Communication at the workplace has traditionally been a top-down approach where leaders of organisations provide directive for ground staff to execute. This often results in a mismatch in the expectations from leaders versus actual concerns faced by staff. To have a more inclusive working environment, a ground up approach through collaboration has often been espoused to improve communication at all staff level.

## Aim

- ❖ To provide an avenue where there is direct contact between pharmacy leaders and ground staff
- ❖ To openly discuss the issues and suggest ways to resolve staff concerns
- ❖ To engage relevant stakeholders in various teams by fostering better working relationships with greater trust
- ❖ To foster a sense of ownership of actual concerns where staff voices are heard, and contributions valued by the organisation

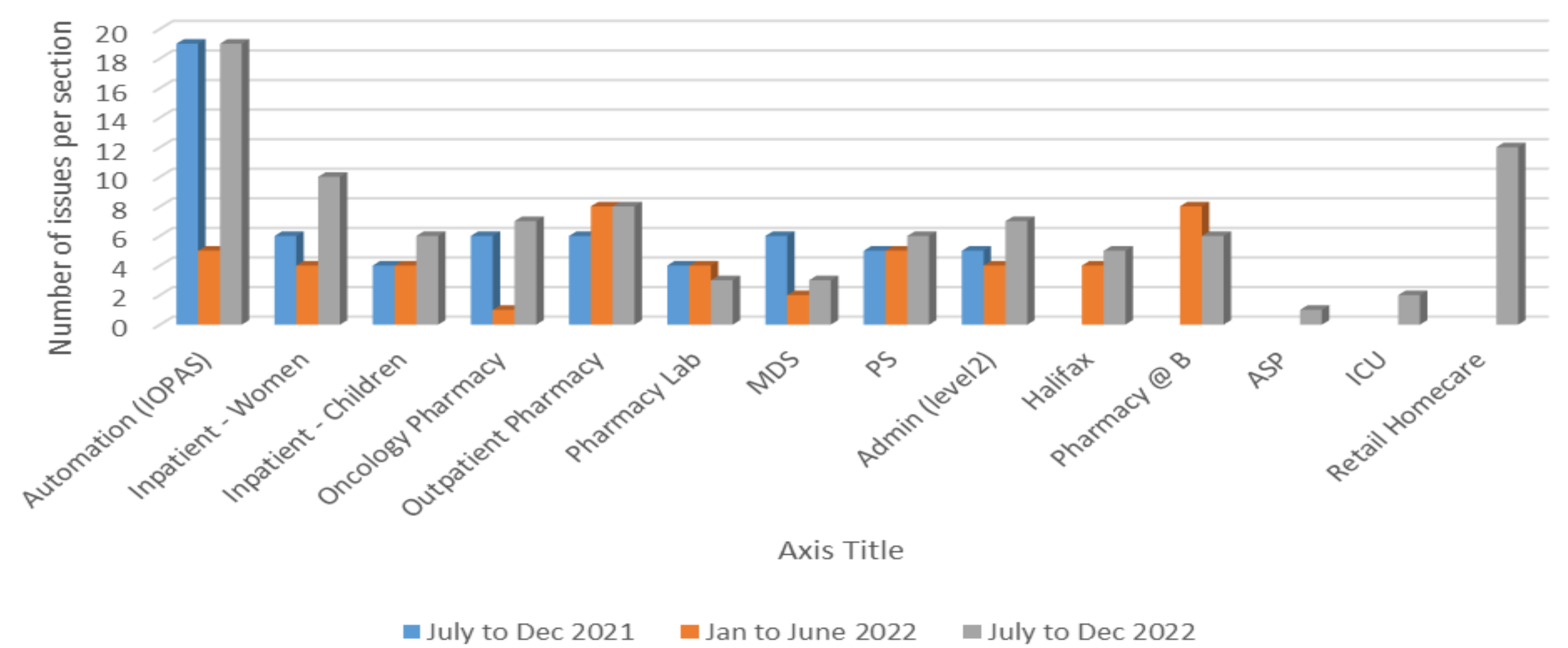
## Methodology

- ❖ Twice yearly HOD & Safety walkabout by the Pharmacy management team and Medication safety officer conducted from July 2021
- ❖ Number of issues resolved against total issues raised during walkabout are tabulated and analyzed
- ❖ Staff satisfaction survey is conducted to assess staff willingness to participate and be engaged in the walkabout

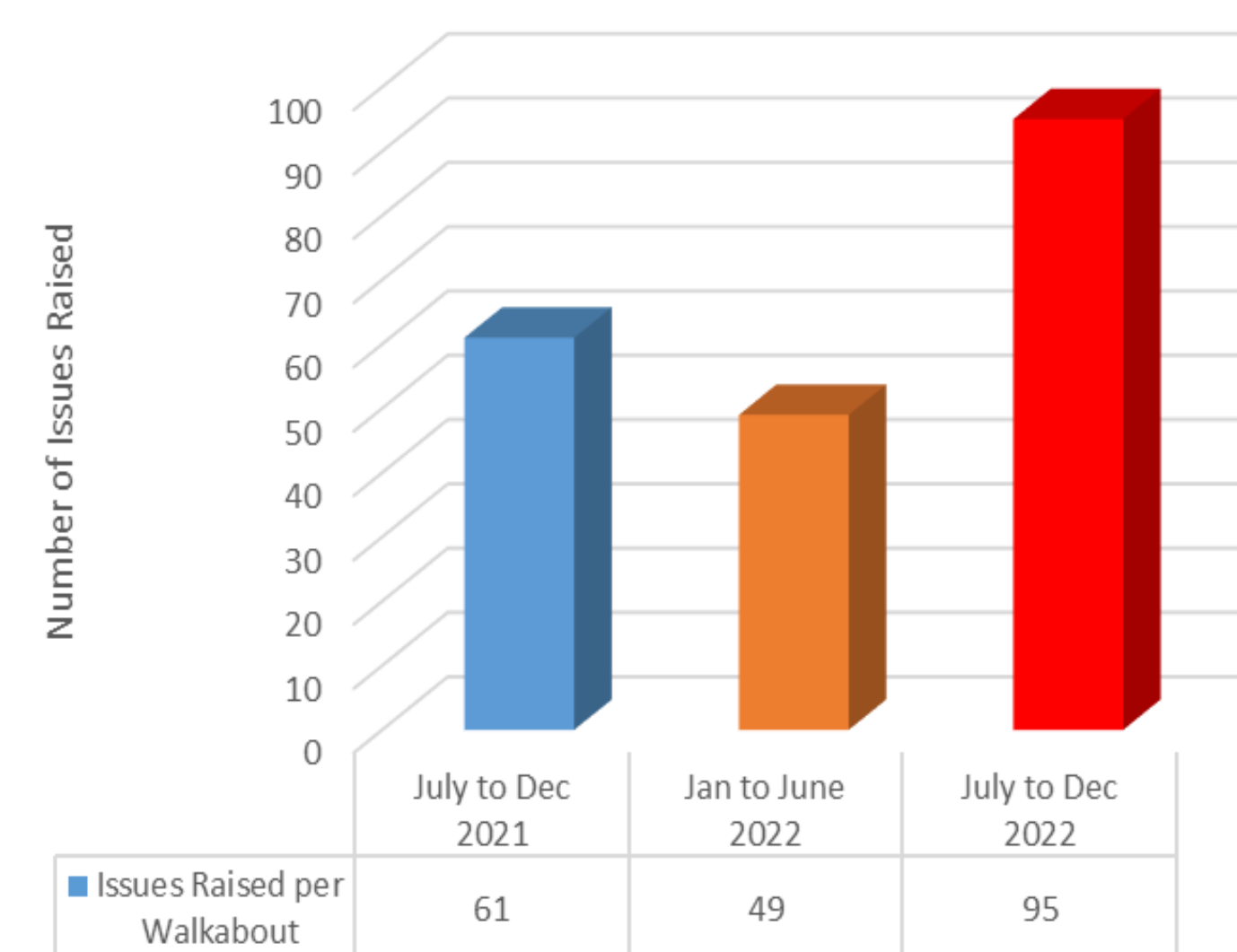
## Results

- ❖ From July 2021 to Dec 2022, three separate walkabout cycles per section were conducted
- ❖ Number of issues raised has increase from 61 to 95 (52% increase)
- ❖ Number of areas of walkabout increase from 9 to 14 unique site per walkabout cycle (55% increase)
- ❖ Percentage of issues resolved immediately per walkabout cycle (35%) as compared to 84% resolved issue overall

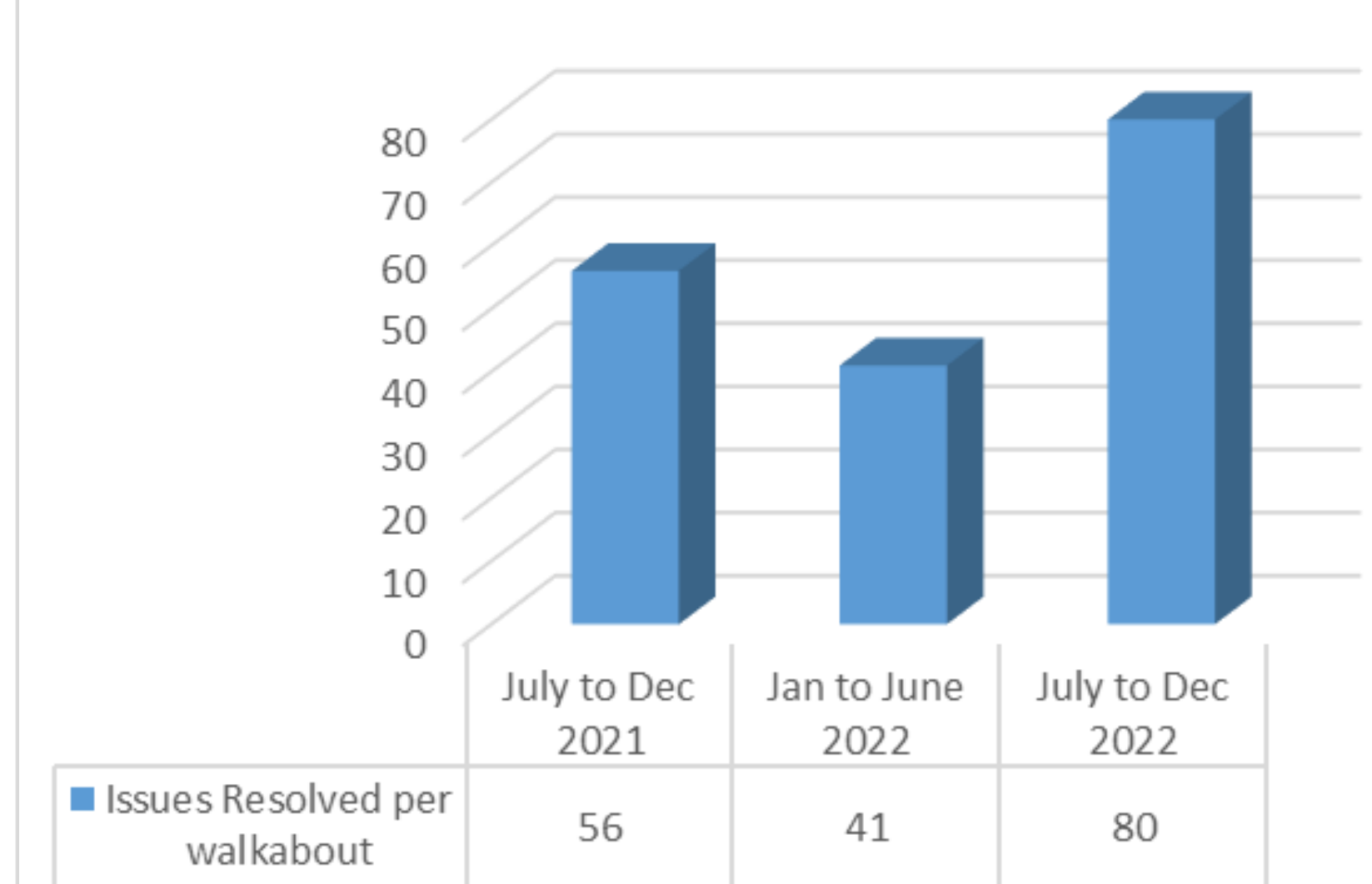
Sections & Issues raised (Jul 2021 - Dec 2022)



Issues Raised per Walkabout

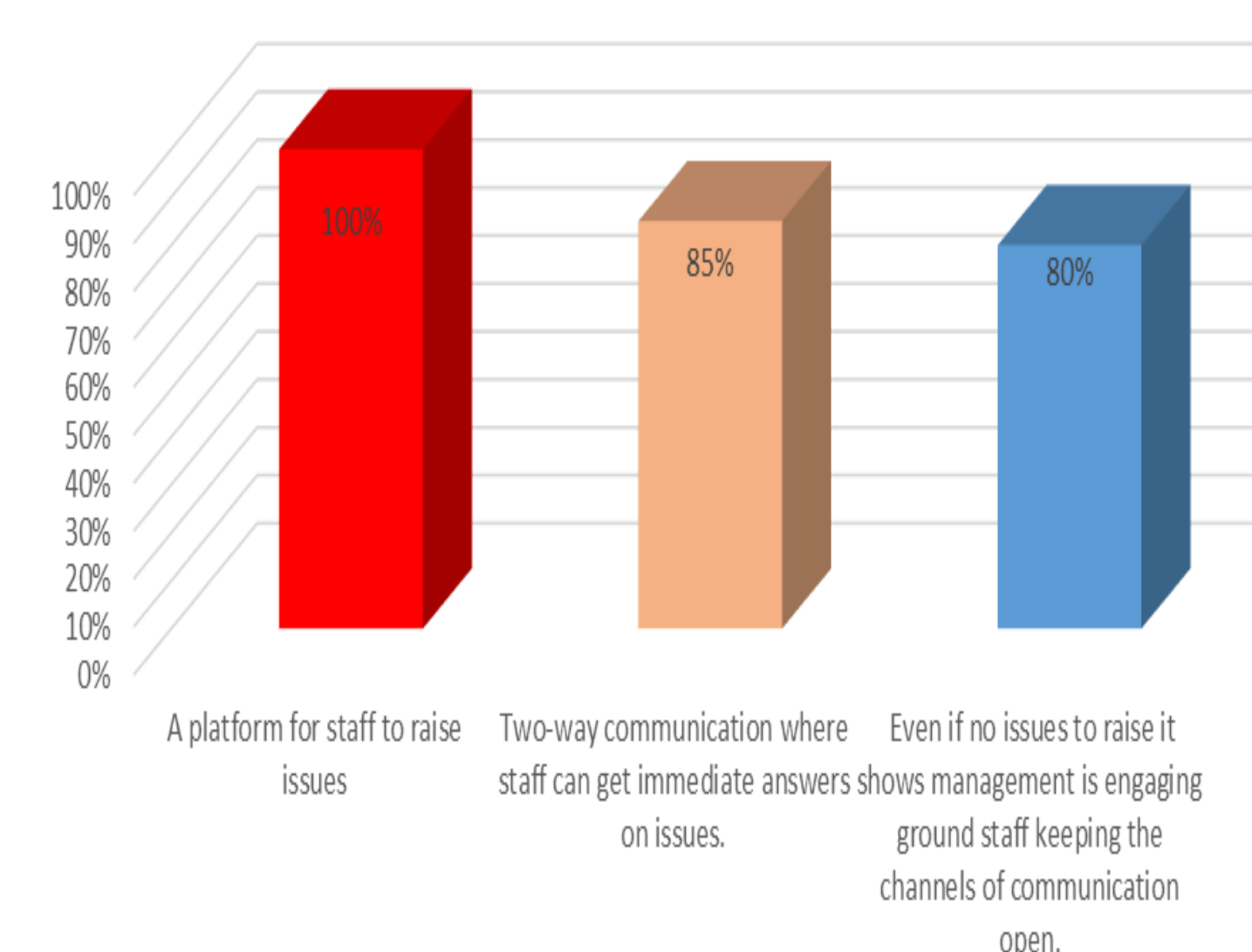


Issues Resolved per walkabout

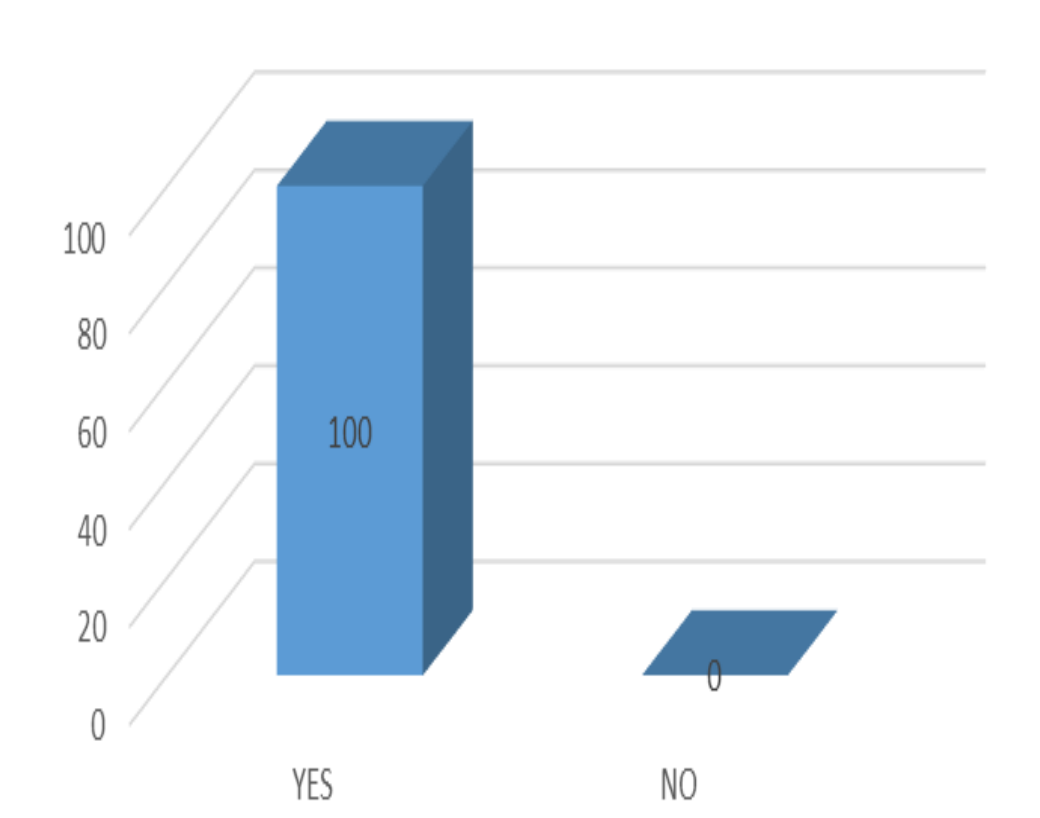


- ❖ Respondents were of high opinion that the walkabout is a platform for staff to raise issues
- ❖ 100% of respondent surveyed are of opinion that walkabout benefited all and should be continued

In your opinion, what are some of the benefits of conducting the HOD/MSO walkabout?



Do you think the HOD/MSO walkabout should continue?



## Conclusion

- ❖ Ground staff feels engage from the walkabout by having a voice and knowing that their feedback matters
- ❖ Staff felt that their concerns are actively being addressed during the session or will be raised further if deemed needed
- ❖ The ground up communication and changes implemented ensures an open communication channel has been established with ground staff involvement

