



Singapore Healthcare Management 2016

Raising The Bar at Clinic H



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Background

SGH Specialist Outpatient Clinic H (SOC H) is an Orthopaedic Surgery Clinic with 13 consultation rooms and has a daily average attendance of 300-500 patients. Due to the heavy patient load, the level of service provided by staff has suffered through the years. This was evident by the lower staff satisfaction and a higher than average complain to compliment ratio.

Methodology

The nursing and operations supervisors of the clinic reviewed the main issues surrounding the low levels of patient-oriented service provided at SOC H. Low staff morale and a lack of service oriented training were identified as the main root causes for this.

In order to raise staff morale, various angle were used. At work, the supervisors engaged the staff through weekly meetings, allowing staff to voice out issues encountered at work and provide suggestions. Outside of work, a series of team bonding sessions were organized to allow staff time to interact outside of the clinic operating hours. These activities included clinic dinner sessions, chalet stay-overs. This gave our staff an avenue to know each other better and foster relationships.

To raise the service skills in the clinic, the clinic supervisors worked with Service Quality (SQ) to hold a service training session for the staff. During the training, group discussions and presentations helped boost team spirit amongst the clinic staff.

Results

After the implementation of the initiatives, the service level of SOC H rose, gaining an improvement in service key performance indicators (KPIs). The staff also reported that morale is higher and an improvement in teamwork was observed. As a testament to the progress made, the clinic was awarded the Teams UP! (Best Clinic) Award in end 2015, an award given based on an index of scores derived from compliments, complaints, patient satisfaction, teamwork and clinical indicators and assessed by members of the Service Quality Committee.

Conclusions

The level of accomplishment attained is the result of the common goal set out by the nursing and operations supervisors of Clinic H, working together to build the team as a whole. By focusing on the desired outcomes instead of the boundaries of duties, this spirit had a knock on effect on the staff to want to better themselves and raise the bar.



Clinic outings



Clinic roll calls and celebrations



SQ training



Presentation of the Teams UP! Award