



Singapore Healthcare Management 2016

Inspiring Minds; Empowering Change: The Quality Improvement (QI) Journey in SGH

Lee Lin Hui, Matthew Han Jiangchou, Yeo Su Qian
Service Operations, Operations & Performance Management
Singapore General Hospital



SGH's QI Structure

SGH functions with a hybrid 'bottom-up and top-down approach' in QI

Bottom-up approach: Projects initiated by ground staff to solve local problems

Top-down approach: Hospital-wide QI projects, usually initiated by senior management



SGH's QI Strategy

Establish spread of QI knowledge to the masses, followed by developing depth of QI expertise for a core group in various divisions

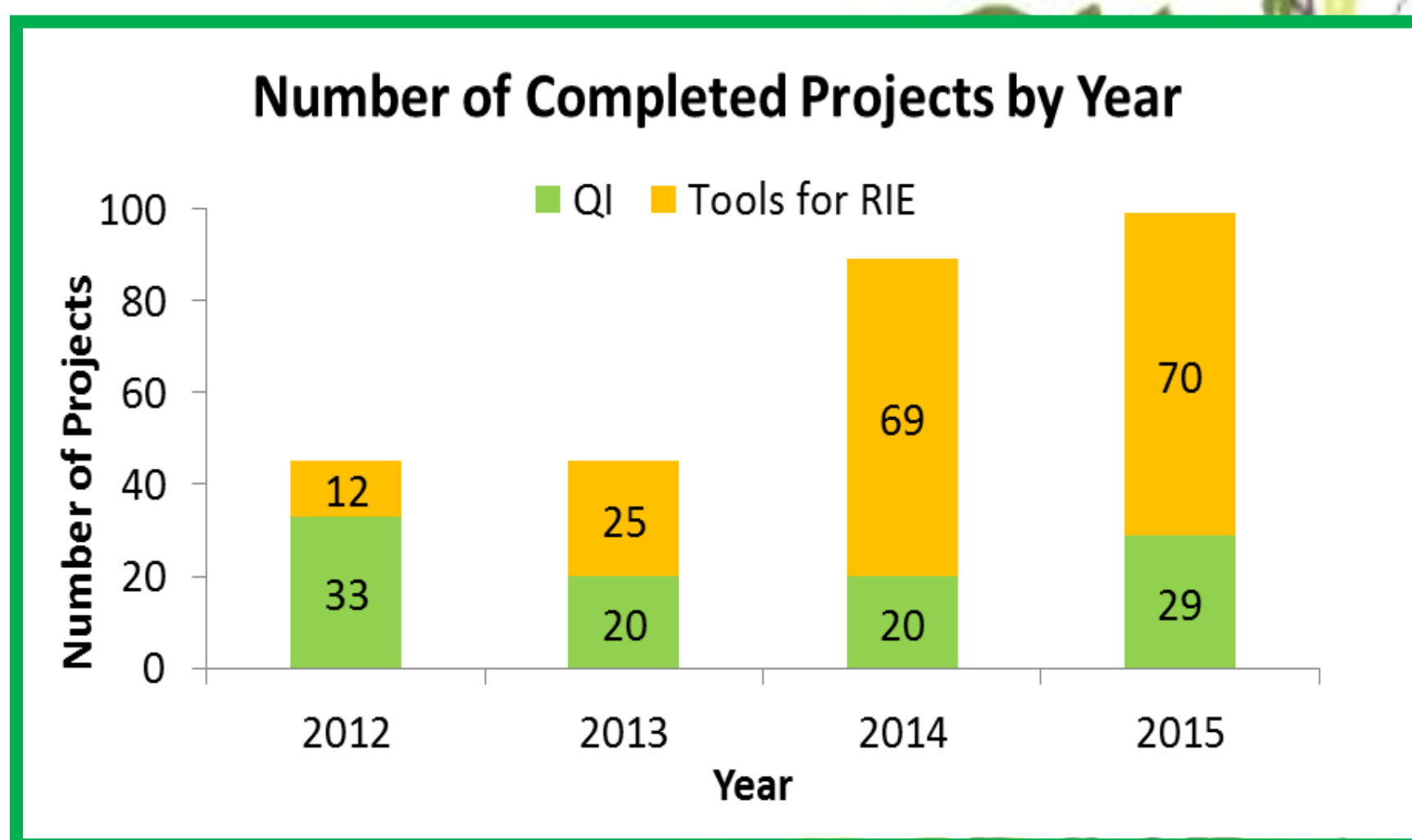


Fig 3. Steady increase of QI projects

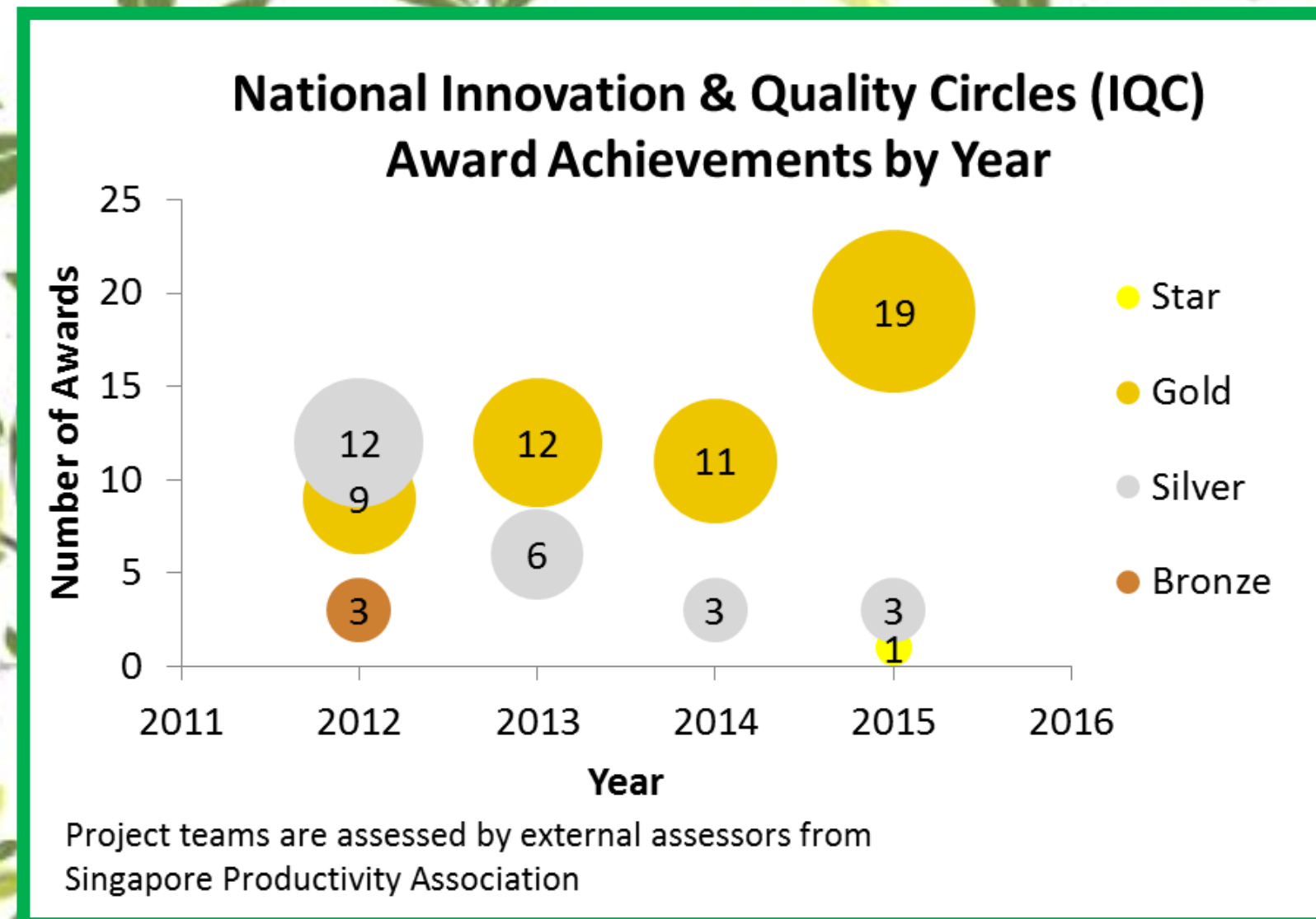


Fig 1. SGH achieving better awards over the years for IQC

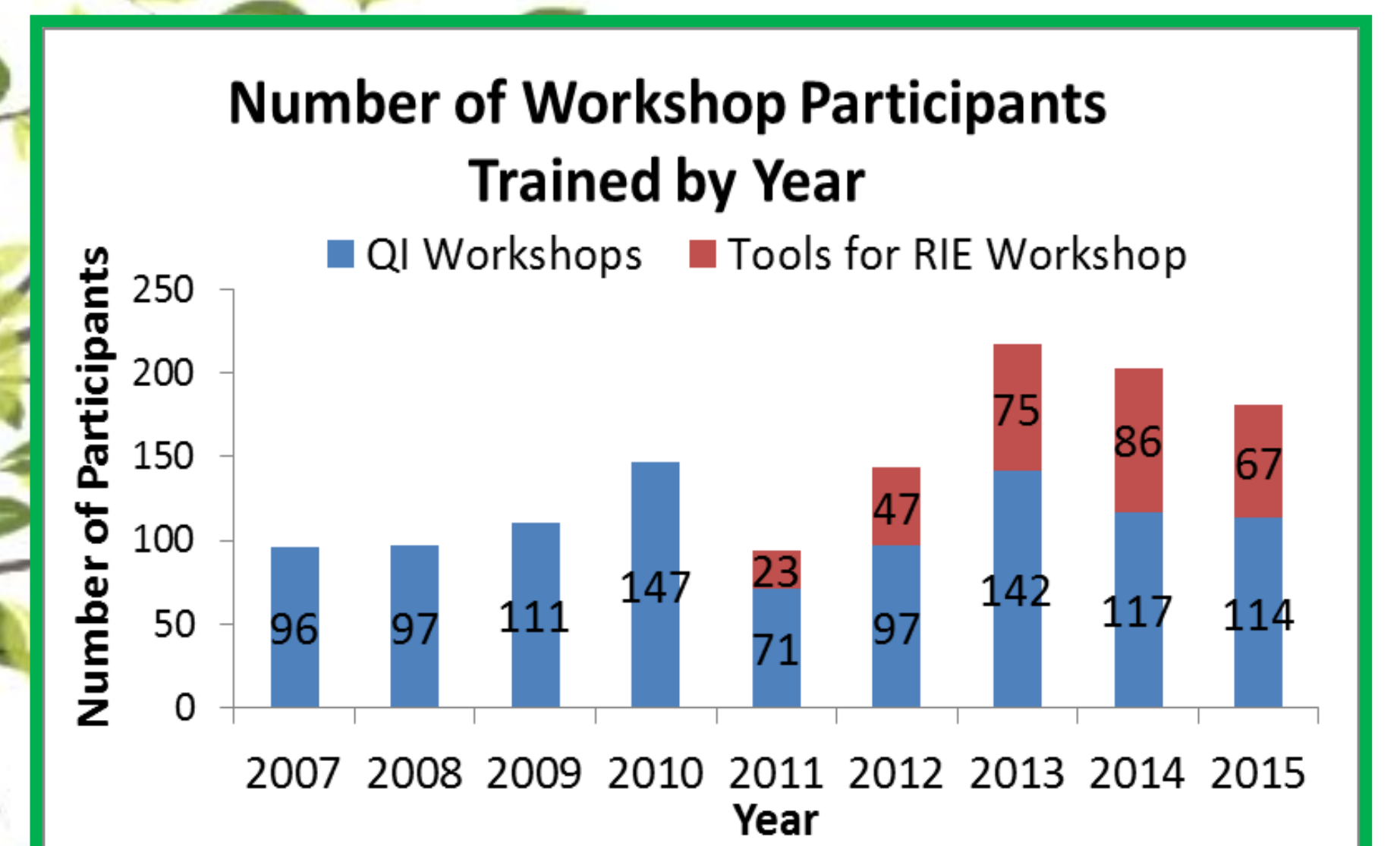


Fig 2. Number of staff trained in QI over the years

Fruits of QI

Estimated **S\$1 million** of cost savings from ground-up QI projects in FY2014 & FY2015

QI @ General Orientation

- Introduction of basic QI principles to new hires

QI Workshop

- Set up in 2007
- In-house workshop that teaches QI methodologies and concepts



Tools for RIE Workshop

- Set up in 2011
- In-house workshop that focuses on rapid improvement events for small scale and quick projects



QI Coach Faculty

- Set up in 2015 comprising all healthcare professionals, equipping them with the right skills to guide QI project and inspire changes
- Common language of QI established
- These QI Coaches become natural ambassadors and champions of QI in their divisions
- Target of 100 QI Coaches within 5 years (2015 – 2019)



Publicity

- Use of social media to spread the knowledge of QI
- QI tools and project sharing on publications & journals
- QI events to recognize the efforts by various project teams

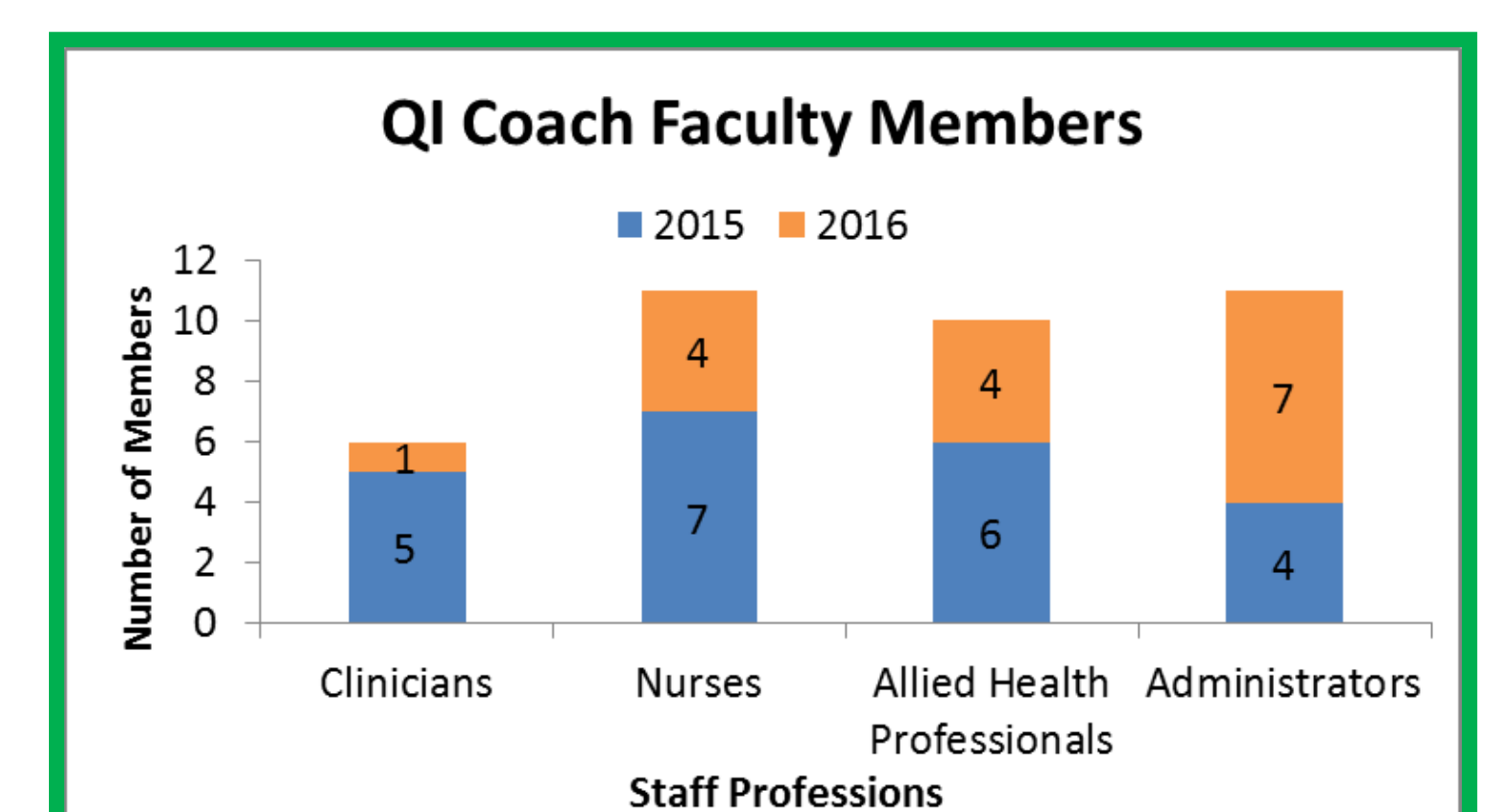


Fig 4. Breakdown of existing QI Coaches by professions