

Patient Service Associate (PSA) Framework

Improvement in PSA Career Development

20 August 2013

Presenters:

Jane Chong (Manager, Operations)

Malarvele D/O Periasamy (Patient Service Executive)

AGENDA

- 1) Introduction to PSA Framework
- 2) Job Design / Career Development Workgroup
- 3) Initiatives
- 4) Conclusion

PSA FOCUS GROUP / DIALOGUE

Following the PSA focus groups / dialogue sessions with Senior Management in Nov 2011, the PSA framework was established in 2012 to address PSA feedback on career development, identity and engagement.



PSA Framework Steering Committee

Chairman

Dr Eugene Fidelis Soh - Chief Operating Officer

Members

Mr Joe Hau - Director, Ops (PEARL & Surgery)

Mr Ho Juan San - Director, Ops (Medicine)

Mr Michael Leow - Director, Ops Comm

Dr Pauline Yong - Director, CSS

Ms Susan Niam - Director, AHS

Mr Hsu Li Ren - Deputy Director, HRD

Ms Patricia Ong - Deputy Director, HRM

Mr Reandy Yang - Consultant, HRD

Secretariat

Ms Joyce Koo - Manager, Financial Counselling (FC)

Ms Lee Ying Teng - Manager, HRM

Ms Deborah Sum - Senior Executive, HRM

Engagement (Bridge Builders)

Advisor: Mr Michael Leow

Workgroup Leaders: Ms Yoong Jia Horng - Supervisor, GRM Clinic

Identity Sculpting (Proud Sculptors)

Advisor: Ms Susan Niam

Dy Workgroup Leader: Ms Rena Sim - Assistant Supervisor, Clinic B1A

Job Design / Career Development (Smart Developers / The Achievers)

Advisor: Mr Joe Hau

Workgroup

Leaders: Ms Estee Soh - Patient Service Executive, Clinic 3B

Ms Malarvele D/O Periasamy - Patient Service Executive, Clinic 2B

Ms Diana Lim - Supervisor, Clinic 4A





Job Design / Career Development Workgroup (Smart Developers / The Achievers)

Objective: To nurture and develop our PSAs careers, inspiring external individuals to explore the PSA as an exciting and fulfilling career option

- Functional, Core Leadership Competencies
- Job Design / Training
- Career Development

JOB DESIGN / CAREER DEVELOPMENT

- + Conducted a 2-part survey to better identify what a PSA would like to see in their career development
 - Written survey
 - Focus group
 - 86 respondents





JOB DESIGN / CAREER DEVELOPMENT

+ Survey Results

- Opportunities to promote patient-centric care by providing ***value-added services***
- More ***structured training and competency checklists***

JOB DESIGN / CAREER DEVELOPMENT

Initiatives

- + Introduction of Executive level (JG 11 & 12)
 - Patient Service Executive
 - Assist Clinic Managers in managing the clinic which includes:-
 - Lead and manage PSAs including Asst Supervisors/Supervisors
 - Recruitment of staff
 - Planning and managing clinic's CAPEX & OPEX
 - Project management

JOB DESIGN / CAREER DEVELOPMENT

Initiatives

+ Job Empowerment

- Assistant Supervisors & Supervisors to actively ***lead, manage and be responsible*** for a team of PSAs



This allows Clinic Managers to focus on other key priorities.

JOB DESIGN / CAREER DEVELOPMENT

Reporting Structure

	RO1	RO2	CSO
PSA & Senior PSA	Asst Sup & Supervisor	Patient Service Executive	Clinic/Centre Manager
Asst Sup & Supervisor	Patient Service Executive	-	Clinic/Centre Manager
Patient Service Executive	Clinic/Centre Manager	-	Assistant Director

JOB DESIGN / CAREER DEVELOPMENT

Initiatives

+ Job Enlargement

- Value-added Services
 - Financial Counselling
 - Medication Reconciliation
 - Patient Education
 - Patient Ambassador
- Core Services remains as:-
 - Registration/Billing
 - Room Assistance
 - Appointments Making
 - Medical Records Management System (MRMS)



JOB DESIGN / CAREER DEVELOPMENT

- + Training programmes and competency guidelines should be in place for job empowerment and job enlargement.
- + From the survey, 93% of the PSAs agree that there should be adequate training provided before progressing from one grade to the next.



JOB DESIGN / CAREER DEVELOPMENT

Initiatives

- + Revised and developed competency checklists
- + Revised learning roadmap
- + Make available leadership programmes to PSAs
- + Adds more clarity to the career development of PSAs





Learning Roadmap

PSA Emerging Leaders Programme

- Essentials of Leadership
- Leading High Performance Team
- Leading Change
- Resolving Conflict
- NHG TPM Improving Staff Performance

A large, shiny, metallic star is the central focus, hanging from a string of circular lights. The star is highly reflective, showing many highlights and shadows. The lights are arranged in a diagonal line from the top left towards the star. The background is dark, making the star and lights stand out.

Learning Roadmap

PSA Star Leaders Programme

- Engagement Skills Programmes
- Making Meetings Work
- Delegating for Results
- Coaching for Success

Career Progression - JG5 to JG12

**Patient Service Executive
(JG11, JG12)**

**Supervisor
(JG10)**

**Assistant Supervisor
(JG9)**

**Senior Patient Service Associate
(JG7, JG8)**

**Patient Service Associate
(JG5, JG6)**



From JG 10 to JG 11

Completed all core competency programmes

From JG 9 to JG10

Assessor/Trainer in at least 2 value-added services

From JG 8 to JG 9

Certified competent in at least 2 value-added services
Assessor /Trainer in at least 1 value-added service

From JG 7 to JG 8

Certified competent in at least 1 value-added service

From JG 6 to JG7

Certified competent in all core services

IDENTITY & ENGAGEMENT

PSA identity sculpting and engagement, together with career development, are essential to the success of the framework

- + PSA Identity Campaign
- + PSA Engagement Initiatives



JOB DESIGN / CAREER DEVELOPMENT WORKGROUP

Target Achievements

- + Up-skill our PSAs
- + Achieve job redesign and enlargement
- + Facilitate career development



Enhance retention and staff engagement

Thank you

