



# Joy and Meaning in Work

*Adj A/Prof Lee Chien Earn  
CEO Changi General Hospital*



Changi  
General Hospital



# In 2012 : Beginnings .....



## CGH Conversations

# Journey of Discovery

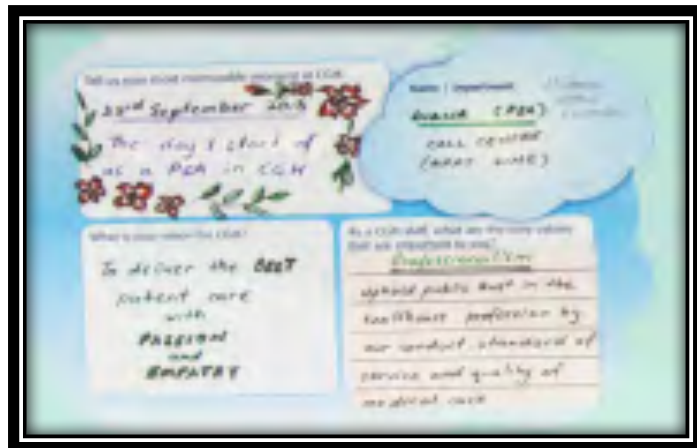


**New Mission  
Launched  
23 Jul 2013**

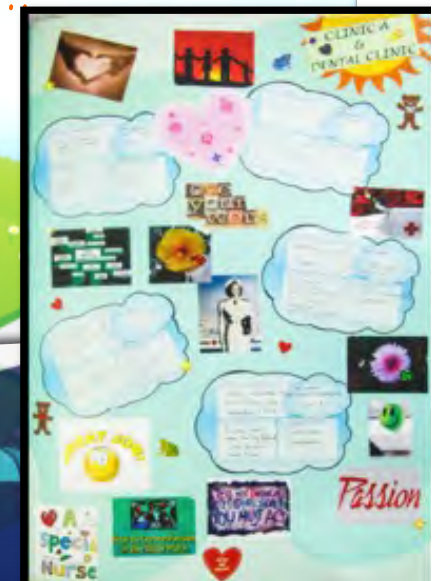
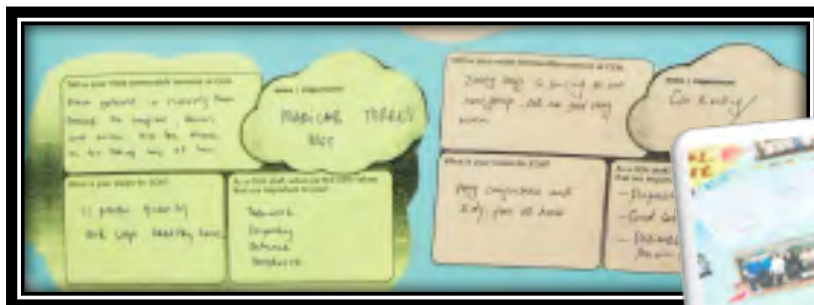


# Thank you for sharing..

- Memorable moments in CGH,
- Vision for CGH
- Core Values for CGH



2213 responses received...  
More than 200 pages ...



# PRISM Awards

- Merit Award for the Outstanding Internal Communications Programme for CGH's one year visioning journey from July 2013 to July 2014
- Awarded by the Institute of Public Relations of Singapore on 25 February 2015



# We are an Award Winning Hospital!

More than 140 awards received since 1996

All these achievements are possible because of

# YOU.



***We Did It Again!!!***



# Flaming the Passion to Care



Care Team Hub





# Flaming the Passion to Care

## Tier 2 Education Research Administration Incentive (ERA)

- ➔ Reward both **service and quality** performance in Education, Research and Administration workload
- ➔ Use Balance Scorecard approach
- ➔ Compute once every 6 months as proxy to determine the Monthly ERA Incentive Payout

## Tier 1 Clinical Incentive (CI)

- ➔ Reward both **service and quality** performance in Clinical workload
- ➔ Adopt Target Incentive Model to focus on value rather than just volume with 5 performance bands to recognise contributions in CARE
- ➔ Compute once every 6 months as proxy to determine the Monthly Clinical Incentive Payout

Equal Rewards Regardless of Career Choice

Scenario 1 – Clinical: 0.80 FTE; ERA: 0.20 FTE									
Performance Level	Tier 1: CI (\$)			Tier 2: ERAI (\$)			Total CARE (\$)		
	AC	C	SC	AC	C	SC	AC	C	SC
Stretch	↑		↗ Increasing \$	↑		↗ Increasing \$	↑		↗ Increasing \$
Above Target									
Target	\$4,400	\$5,600	\$7,200	\$1,100	\$1,400	\$1,800	\$5,500	\$7,000	\$9,000
Threshold	↑			↑			↑		
Guaranteed			↘ Increasing \$			↘ Increasing \$			↘ Increasing \$

Scenario 2 – Clinical: 0.60 FTE; ERA: 0.40 FTE									
Performance Level	Tier 1: CI (\$)			Tier 2: ERAI (\$)			Total CARE (\$)		
	AC	C	SC	AC	C	SC	AC	C	SC
Stretch	↑		↗ Increasing \$	↑		↗ Increasing \$	↑		↗ Increasing \$
Above Target									
Target	\$3,300	\$4,200	\$5,400	\$2,200	\$2,800	\$3,600	\$5,500	\$7,000	\$9,000
Threshold	↑			↑			↑		
Guaranteed			↘ Increasing \$			↘ Increasing \$			↘ Increasing \$

# Lightening Workload



Timely and targeted  
delivery of items



Early Blood Leakage  
Detection at Catheter  
Extraction Points

Robotic cleaners



Facilitate tracking and  
discharging of patients



# Clarity of Roles

R

- **Responsible**

Those who do the work to achieve the task

A

- **Accountable**

The party that is answerable to the outcome

S

- **Support**

Parties playing the enabling role

I

- **Informed**

Parties who should be kept in the loop on developments

# Forming of Teams

Goal is deep sustained improvement  
Things may get worse before it gets better

## TASKS

- Establishing Expectations
- Agreeing on common goals

## Forming

- Making contact and team bonding
- Developing trust

- Identifying power and control issues
- Identifying resources

## Storming

- Expressing differences in ideas, feelings and opinions
- Reacting to leadership

- Members agreeing on roles and processes

## Norming

- Decisions are made through negotiation and consensus building

## Performing

- Members work collaboratively and care for one another

- Achieve effective and satisfying results

## BEHAVIOURS

# Learning Together

## CGH's giant lab to test features for new wards

Hospital staff, vendors, guests will check out options and give feedback

By SALMA KHALIK  
SENIOR HEALTH CORRESPONDENT

THE nondescript blue-and-white building which has sprouted across the road from Changi General Hospital (CGH) may not look like much, but it is where the hospital has built a giant laboratory to test fresh ideas for a new block of wards which will open next year.

The new block, which is being built between CGH and St Andrew's Community Hospital (SACH), will have 280 beds.

It will be shared by the two hospitals, with CGH taking 180 beds and SACH the rest when it opens next year.

Mr T.K. Udairam, head of the Eastern Health Alliance, which includes both CGH and SACH, wants the new wards to help patients prepare for their discharge by mimicking the home environment as much as possible.

He said: "Today, patients are

in bed (ill they leave, and suddenly, they are on their own."

This is why the hospital plans to have the toilet and shower together - as they are in most homes - in the new wards.

A dining area will also be provided so that patients would not have to eat by their bed.

The plan is to get them used to walking a short distance before sitting at a table for meals, as they are likely to do at home. The dining room will be able to seat around 20 people, so patients can eat with visitors.

As future wards are expected to cater largely to the elderly, the hospital is also looking at how to make life easier for older patients, said CGH assistant CEO Selma Seah.

Infrared-activated floor lights that turn on when a patient's legs touch the floor as he leaves the bed are one example. Even flooring is being tested as CGH looks for a material that is easy to main-



The blue-and-white building, complete with air-conditioning, is a giant laboratory to test fresh ideas for a new block of wards being built between CGH and SACH.



The new wards, which are being tested in the temporary centre, aim to help patients prepare for their discharge by mimicking the home environment as much as possible. ST PHOTOS: DESMOND FOO

tain, soft and sound-absorbent.

But changes to wards have to be tested first, including by the doctors and nurses who work there.

Which is why CGH leased a small triangular plot - bound by Simei Avenue and slip roads to the Pan Island Expressway - from the Land Transport Authority to build a temporary test centre, complete with air-conditioning.

From this month, hospital staff, vendors and invited guests will be trooping through a mock-up ward there to give their opinion on several options the hospital is considering.

Already, several improvements for next year's new wards have been decided upon. One is to have sliding doors for the toilets instead of ones that open-out after the Handicaps Welfare Association suggested that this was easier for wheelchair users.

W.salma@sp.com.sg  
@www.facebook.com/ST.Salma

## MULTI-DISCIPLINARY APPROACH



# The *Ready* Competency Development Series



# CGH LifeBoard

Last Updated: 24/3/2016

## Navigation Bar

- Dashboard Overview
- Enhancing Safety
- Resolving Congestion
- Improving Productivity

### Enhancing Safety

- No. of Specimens Received In The Laboratory Incorrectly Labeled - All Laboratory (%) 0 Project(s)
- Hand Hygiene 2 Project(s)
- Hospital Acquired Pressure Ulcer 1 Project(s)
- Documentation of Receipt of Critical Lab Results (%) 0 Project(s)
- Hospital Wide Infection Indicators - MRSA 1 Project(s)
- Patient Fall Rate 2 Project(s)
- Monitoring Use of High Alert Medication- Wards Patients with INR > 5 0 Project(s)
- Hospital Wide Infection Indicators - C difficile 0 Project(s)

### Resolving Congestion

- Waiting Time for P2 Patients at ED 0 Project(s)
- Waiting Time for Ward Admission at ED 0 Project(s)
- Waiting Time for Subsidized SOC Apple (All Cases) 0 Project(s)

### Improving Productivity

- 0 Project(s)

Transparency Information

## ED REAL-TIME DASHBOARD

#### TRIAGE

00 : 20

08

#### MEDICATION

00 : 45

#### SEN STATISTICS

106.30%

96.33%

#### PLANNED DISCHARGES

Category	Count	Percentage
...	...	...

#### CONSULTATION

00 : 10

06

#### ADMISSIONS

02 : 20

#### WEEKLY TRENDS

#### PATIENTS' LOCATION IN ED

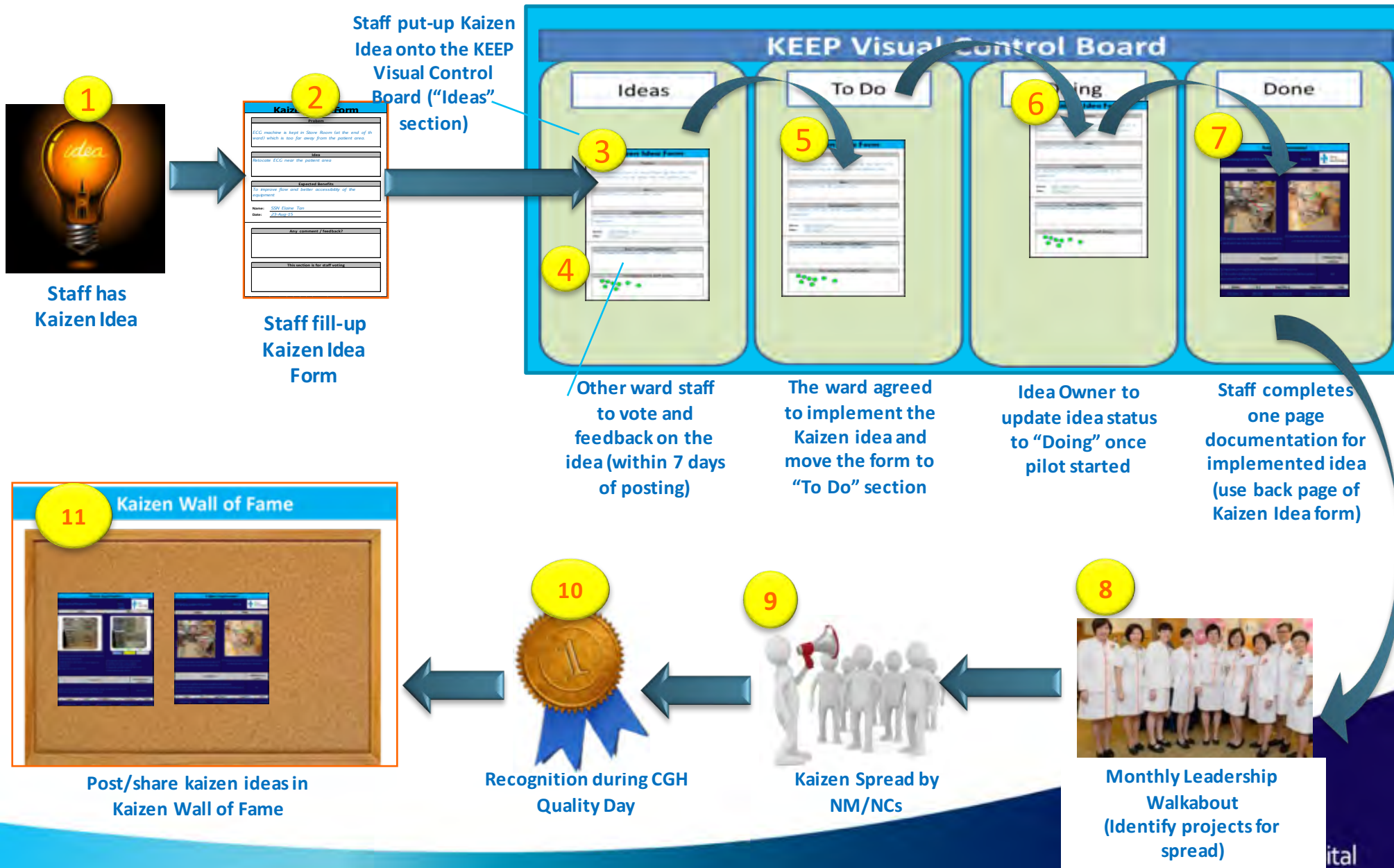
#### PATIENTS IN EDU

Category	Count
...	...

ED. ONE FAMILY.

# K.E.E.P.: Kaizen Everyday Engagement Programme

Platform for daily improvement initiatives



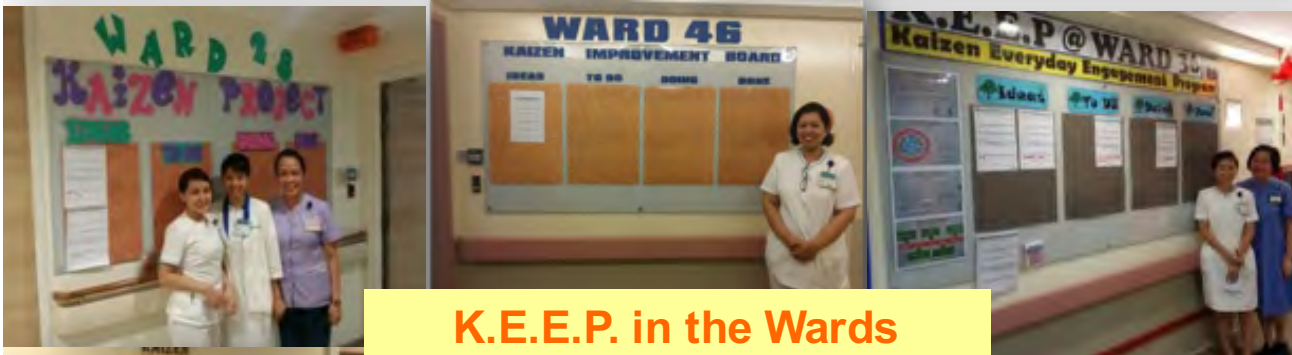


2016 PS 21 Award  
Best Practice Award  
(Organisational Design)

## KEEP Journey



K.E.E.P. Briefing and Training



K.E.E.P. in the Wards



### Achievements:

- Started with Nursing
- Reached out to 4,000 hospital staff)
- 283 Kaizen ideas generated and implemented.
- 10 were identified as suitable for hospital-wide implementation .
- Improvement initiatives
  - 53% optimize use of staff time and capabilities
  - 26% patient safety
- Improvements translated to an annualised increase in productivity of almost 49,000 hours

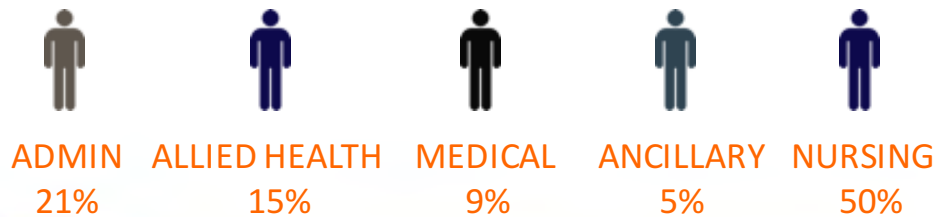


# PEER NETWORK

- **Founded in 2003 during the outbreak of SARS by a small group of staff trained in crisis intervention**
- **Vision : To create a culture of CARE in CGH**
- **Mission : To promote peer support service through highlighting the importance of self-care and workplace well-being**
- **Services:**
  - **1.3 sessions per working day**
  - **- work stress, conflict at work and family**
    - **Peer Angels**
    - **Lunchtime therapeutic workshops**

# PEER NETWORK

## HOW IT WORKS



Peer Supporters are volunteers – interviewed and provided basic training

## Are you experiencing *STRESS*?

**SIGNS AND SYMPTOMS:**

- Difficulty falling or staying asleep** (Icon: Person in bed with clock and lightning bolts)
- Falls sick often** (Icon: Person holding their stomach)
- Easily tired** (Icon: Person slumped at a desk)
- Constant worry or fear** (Icon: Head with lightning bolt and exclamation mark)
- Easily angered or frustrated** (Icon: Person with hands on head and lightning bolts)
- Aches and pains** (Icon: Person with lightning bolts on their back)

### Positive coping

Give yourself time and space to come to terms with what had happened. Accept what you feel as normal reactions to a critical incident.

- Keep to your normal routine and engage in healthy activities.** (Icon: Clock)
- Avoid making major decisions till you have recovered.** (Icon: Piggy bank)
- Avoid caffeine, alcohol and drugs.** (Icon: Prohibited sign over pills)
- Meet your friends. Friends make you feel secure and give you a sense of belonging.** (Icon: Group of people)



**Thank You**