

Project Title

Slashing Overtime Costs for Tow Tractor Team

Project Lead and Members

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- Matthew Andrew Paul Wee
- Shaiful Bahri Bin Maroni
- Ismail Bin Ahmad
- Ra'En Bin Ahdan
- Victor Tay
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Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration, Ancillary Care

Applicable Specialty or Discipline

General Services, Transportation

Aims

To reduce the weekly overtime (OT) incurred by the tow tractor team from 196 hours/week (median) to 98 within 12 months without impacting the deliveries.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Human Resource Category)

Project Category

Workforce Transformation, Job Redesign

Keywords

Overtime, Cross-Training

Name and Email of Project Contact Person(s)

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Singapore Healthcare
Management **2021**

Slashing Overtime Costs for Tow Tractor Team



Singapore
General Hospital
SingHealth

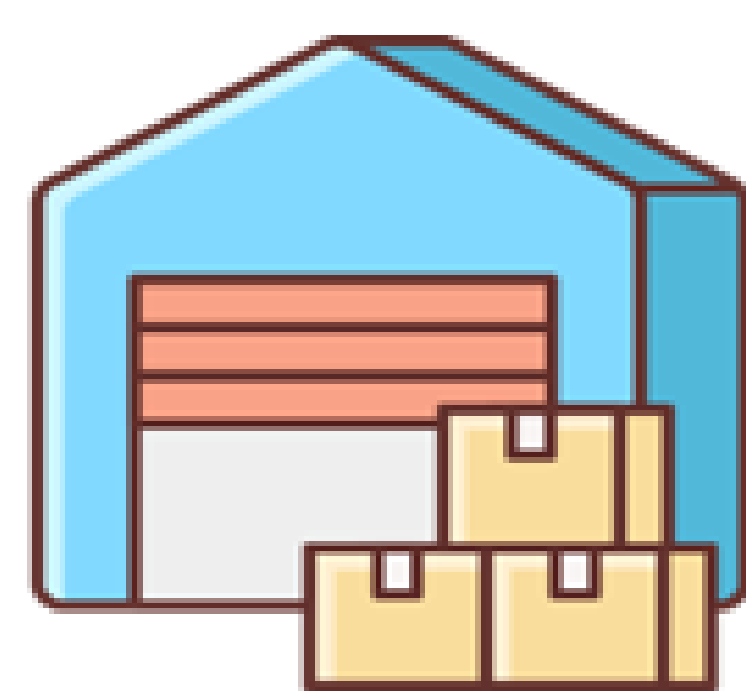
Ryan Koh Zhao Yuan / Quek Bak Siang
Matthew Andrew Paul Wee / Shaiful Bahri Bin Maroni
Ismail Bin Ahmad / Ra'En Bin Ahdan
Victor Tay / Wilson Tham

Background

1,000
Trolleys Delivered
Daily

40
Distribution Staff
Managing Diets/
Pharmaceuticals/
Consumables etc.

SingHealth Tower
Logistics Hub



1

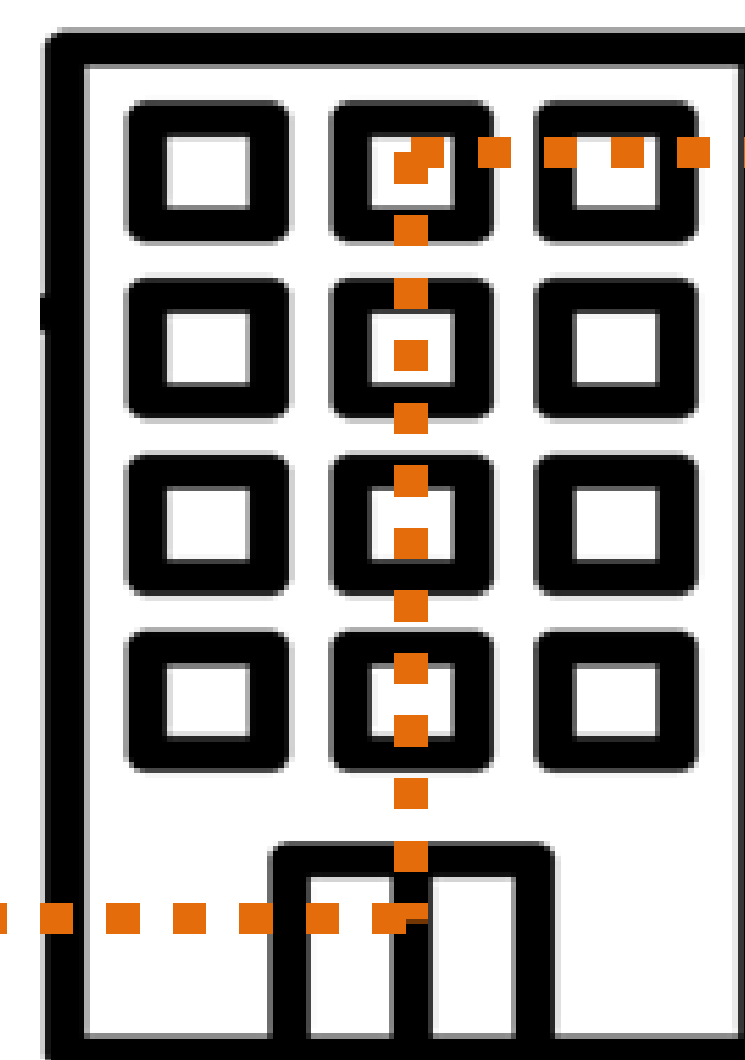
Driver pick up from
supply department

Lift Attendant
takes over

2

Deliver to basement
of inpatient wards

3



Block 6/7

Deliver to staging
area outside ward

Last Mile Attendant
takes over

Nurse Station

4

5

6

Deliver to
nurse station

4.7 FTEs

Equivalent Overtime
incurred in 2019

Mission Statement

To reduce the weekly OT incurred by the tow tractor team from 196 hours/week (median) to 98 within 12 mths without impacting the deliveries.

Root Cause Analysis & Solutioning

The team distilled the key root causes, and implemented specific strategies that target each root cause.

Key Root Cause A: Fundamental shortage

Solution #1: Perform right-sizing (Aug 2020)

#2: Implement technology to improve productivity
(2x Power Assisted Movers, Apr 2020)



exploring further productivity gains through the introduction of an eDelivery system in FY2021 to enable enhanced targeted control of the delivery process.

Key Root Cause B: Suboptimal Resource Control

Solution #3: Balloting system for planned leave (Oct 2019)

#4: Creation of clear OT guidelines (Apr 2020)

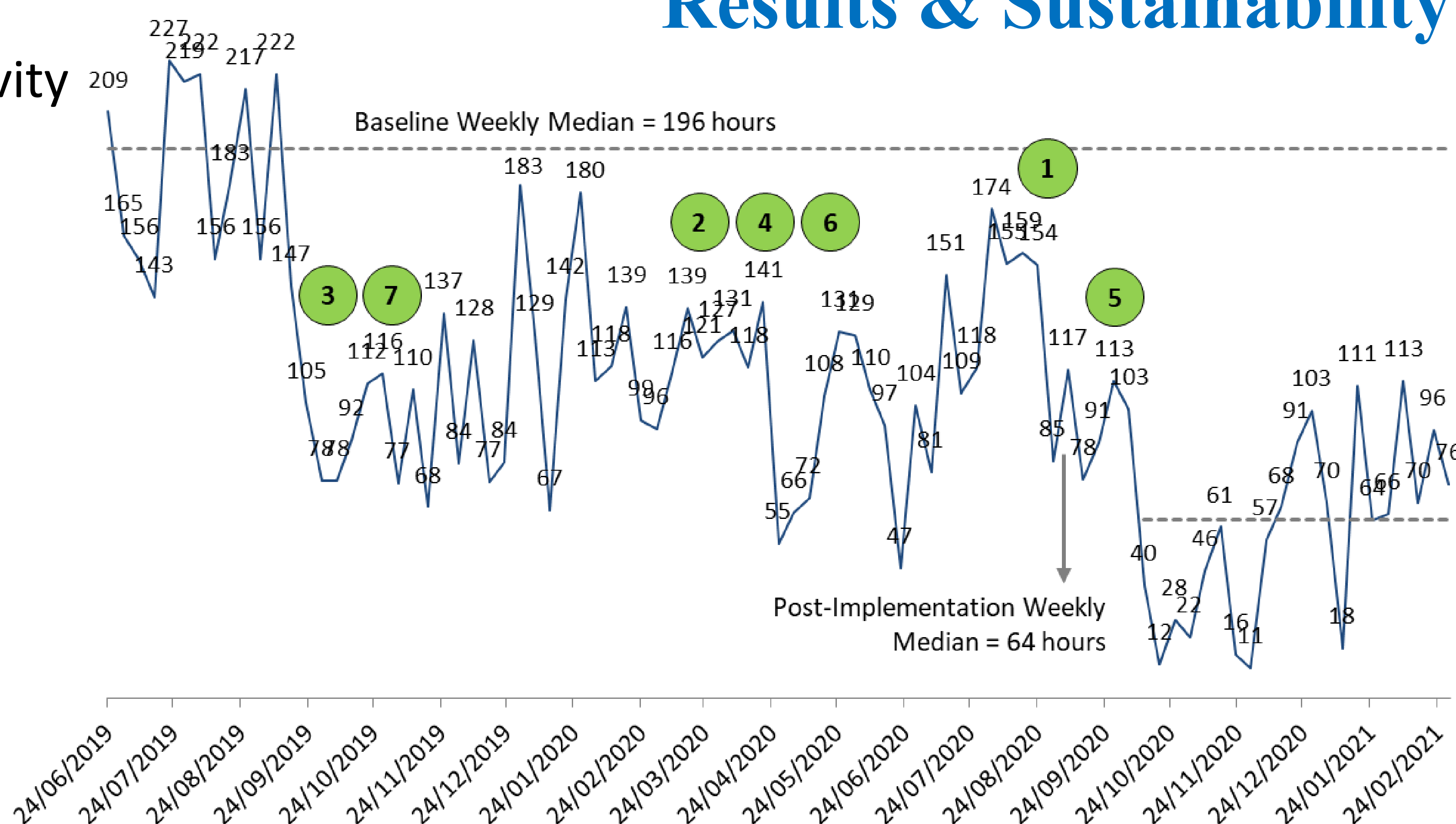
#5: Identification of several cross-trained staff to perform permanent AM shift (Sep 2020)

Key Root Cause C: Skills Mismatch

Solution #6: Cross-training of drivers to perform attendant roles, and vice versa (Apr 2020)

#7: Cross-training of portering leaders from another section to cover shortfalls (Oct 2019)

Results & Sustainability



Staff also reported less burnout,
and improved morale. The team is

67%
Reduction
in OT

≈

\$98k
Annual
Cost Savings

Acknowledgements: The team would like to thank SGH Health Development Fund for the support of the 2 units of Power Assisted Movers, which is greatly helpful in reducing manual exertion and long-term injuries.