

### **Project Title**

Entering the New Normal – Managing Organisation Personas

### **Project Lead and Members**

- Sam Koh
- Samantha Chan
- Pang Nguk Lan
- Moon Loh
- Tor Sow Khim
- Gary Tan
- Jolene Tang

### **Organisation(s) Involved**

KK Women's and Children's Hospital

### **Healthcare Family Group Involved in this Project**

Healthcare Administration, Nursing

### **Specialty or Discipline**

Safe Management Team, Workplace Safety, Risk Officer, Facility Management

### **Project Period**

Start date: May-2020

Completed date: Jan-2021

### **Aims**

To implement Safe Management Measures (SMM) across the whole hospital to prevent staff and patients visiting the hospital from contracting and spreading COVID-19 as well as ensure good patient experience and maintain operational effectiveness during the whole Pandemic

## Background

See poster appended / below

## Methods

See poster appended / below

## Results

See poster appended / below

## Lessons Learnt

See poster appended / below

## Conclusion

See poster appended / below

## Additional Information

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

## Project Category

Care & Process Redesign, Quality Improvement, Lean Methodology, Value Based Care, Operational Management, Resource Allocation, Risk Management, Adverse Outcome Reduction, Preventive Approach, Safe Care, Build Environment, Space Planning

## Keywords

COVID-19, Safe Management Measures, Visual Layout Markings, Space and Resources Optimisation, Policy and Procedure, Intranet Guidelines, Self-Help

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# Entering the New Normal – Managing Organization Personas



Singapore Healthcare Management 2021

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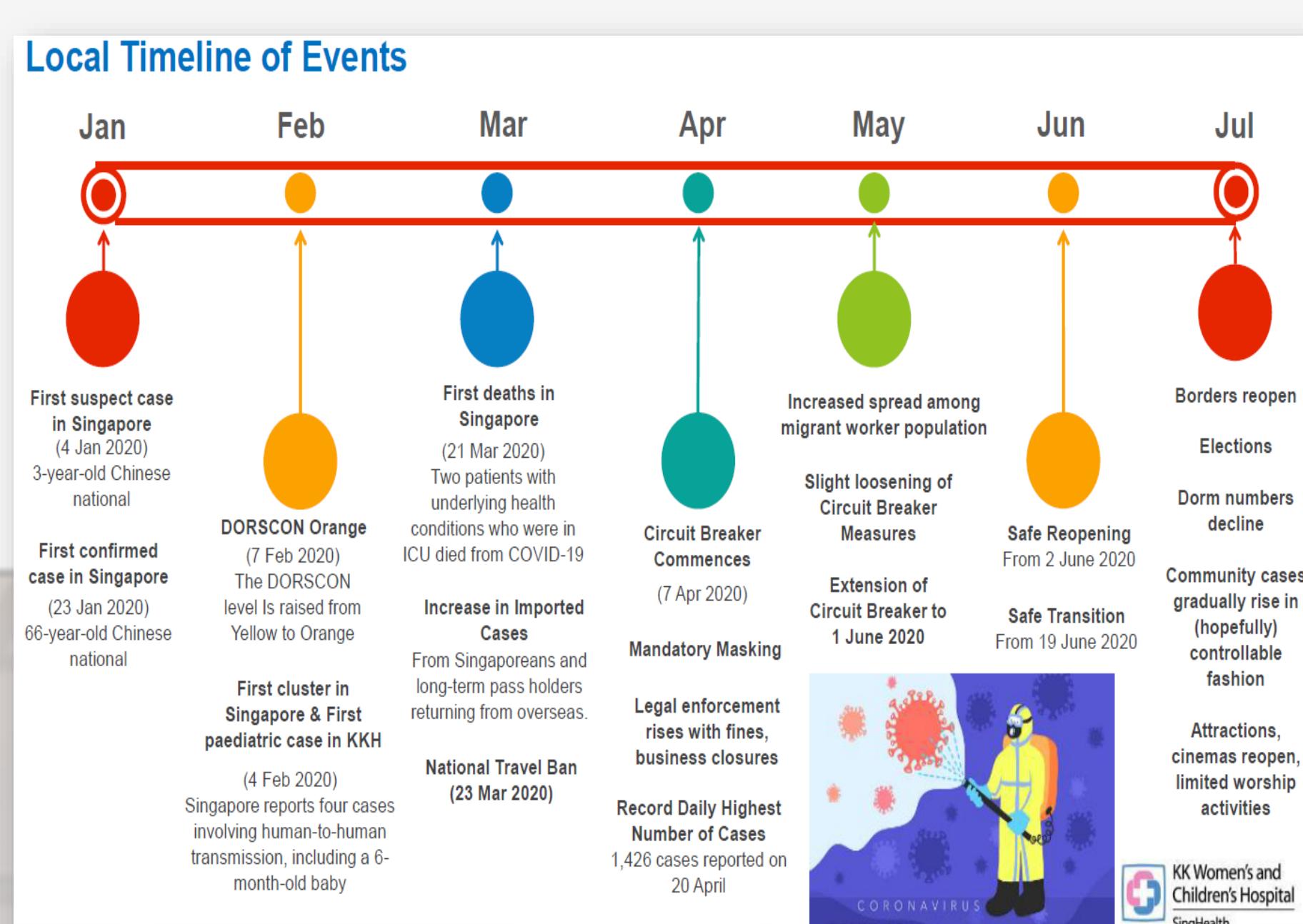
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KK Women's and Children's Hospital  
SingHealth

## Background

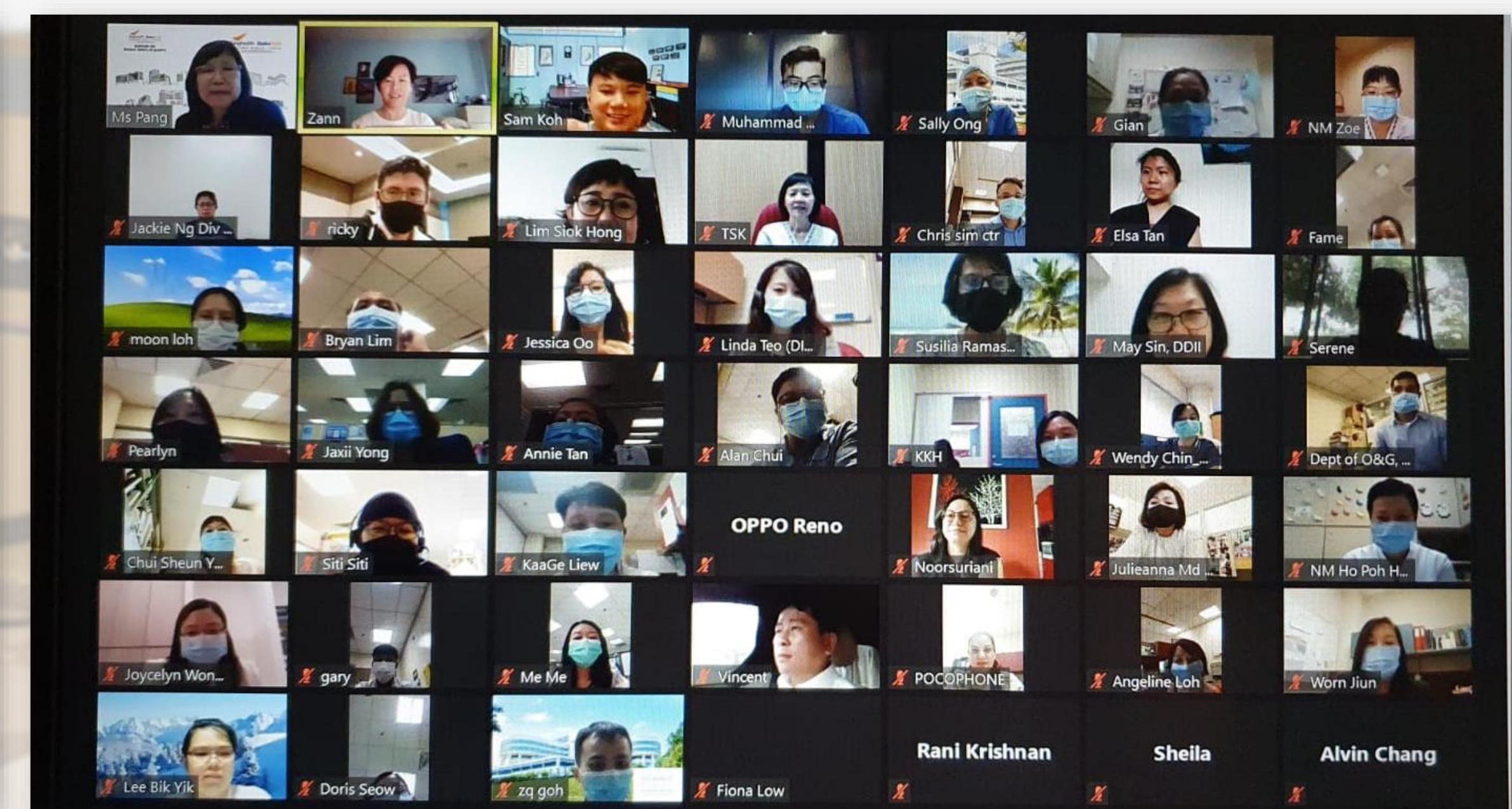
With the emergence of COVID-19, working in a hospital, staff are predisposed to higher risk of contracting the virus while caring for patients and carrying out their duties. As such, a Safe Management Team (SMT) consists of staff from workplace safety, risk officer, quality project implementation, nursing and facility management were formed and tasked to look into mitigating staff and visitors from contracting COVID-19 Infection.



### Designate SM Team & work in partnership with everyone

#### Defining the roles and responsibilities

Roles	Responsibilities
Safe Management Officer	<ul style="list-style-type: none"> <li>Coordinate implementation of Safe Management Measures.</li> <li>Conduct Safe Management Audit (SMA).</li> <li>Ensure non-compliance(s) is rectified.</li> <li>Keep records of SMA and corrective actions.</li> </ul>
Safe Management Project Lead / Co-Lead	<ul style="list-style-type: none"> <li>Conduct SMA.</li> <li>Coordinate Safe Management Measures with department within the workplace.</li> <li>Provide guidance to departments on implementation of safe management measures.</li> </ul>
Safe Management Member	<ul style="list-style-type: none"> <li>Assist the Safe Management Project Lead / Co-Lead and departments in the implementation of Safe Management Measures.</li> <li>Provide feedback and updates on Safe Management Measures implementation.</li> </ul>
Division Risk Officers	<ul style="list-style-type: none"> <li>Ensure the implementation of Safe Management Measures within the Division / Departments.</li> <li>Attractions, cinemas reopen, limited worship activities</li> <li>Support the implementation of Safe Management Measures recommended by the Safe Management Team.</li> </ul>
Risk Management Rep	<ul style="list-style-type: none"> <li>Conduct SMA of own Division/Departments.</li> <li>Document SMA reports.</li> <li>Assist in the follow up and closure of corrective actions.</li> <li>Update their Division Risk Officer and the Department Manager on audit findings.</li> </ul>

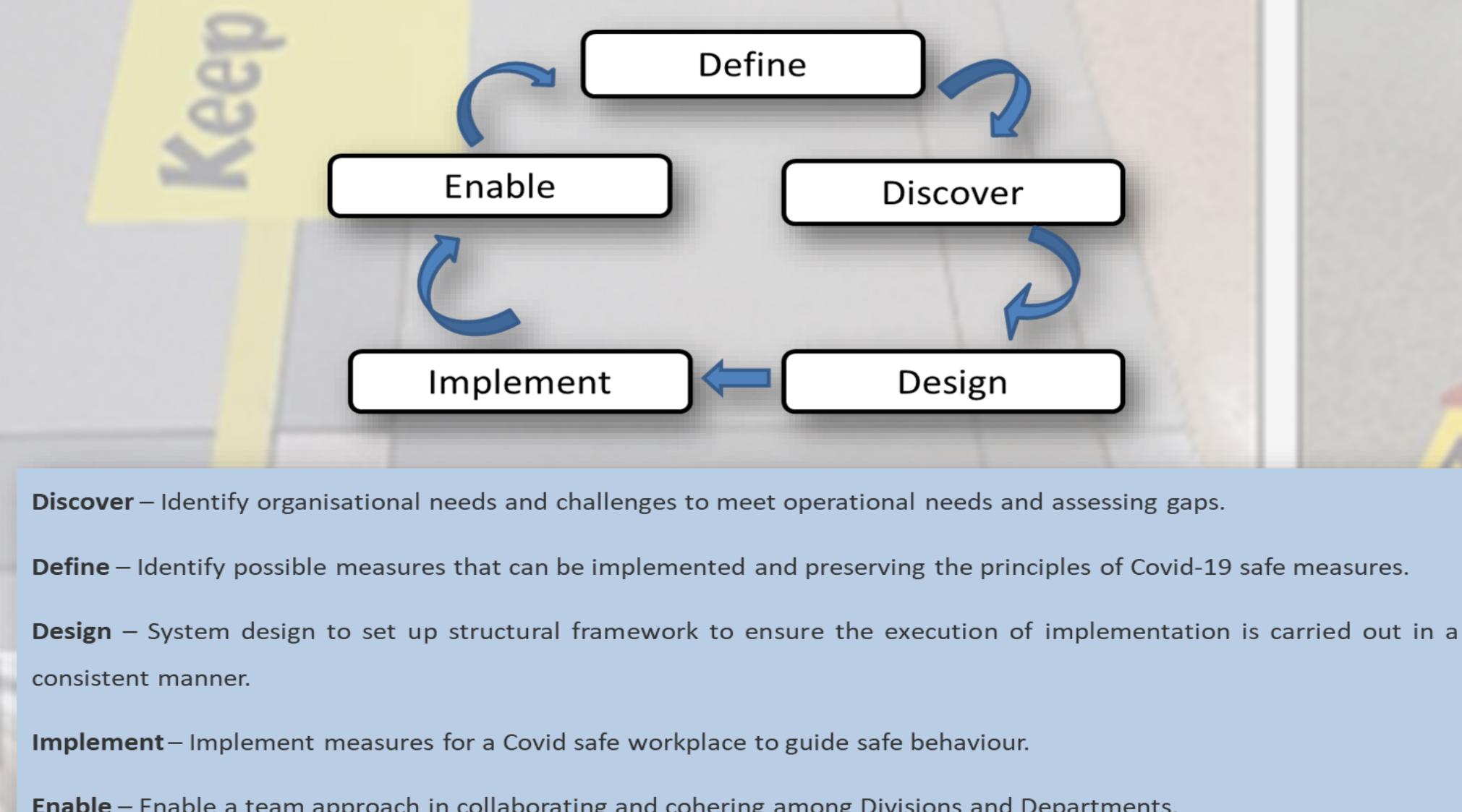


## Aim

The aim of this large-scale initiatives is to implement Safe Management Measures (SMM) across the whole hospital to prevent staff and patients visiting the hospital from contracting and spreading COVID-19 as well as ensure good patient experience and maintain operational effectiveness during the whole Pandemic.

## Methods

The team developed a simply risk management methodology to guide the team on how to perform the risk mitigation, there are 5 stages namely Define, Discover, Design, Implement and Enable. Lean 5S as well as guidelines for radiation safety were applied in the design of solutions. Regular site visits and meetings on virtual platform were conducted with risk management officers to clarify their concerns & queries.



- Social Distancing** – Min. 1 metre rule, Split Work Teams, Staggered Hours
- Barrier Distancing** – Masking & PPE
- Hygiene Distancing** – Hand Hygiene, Personal & Face Hygiene
- Activity Distancing** – Avoidance of Gatherings and Group Activities, Promotion of electronic and tele-activities & Work From Home
- Environment Distancing** – Safe Design, Layout and Environment Cleaning



## Solutions

From the onset of COVID-19, the KKH SMT has worked closely with staff from the ground and implemented many interventions. From Visual markings to layout space and resources optimization, developed policy & procedure (P&P) pertaining to safe management measures so that best practices are standardized and spread across. latest safe management measures and government guidelines are published on the Intranet where for staff to self-help.

Advisory on safe distancing at workplace  
March 2020  
✓ Limit no more than 10 pax in a meeting facility  
✓ Face to Face meeting limit to 1 hour max  
✓ Encourage hold reporting on virtual platform if physical meeting is unavoidable, it should be held at bigger and well ventilated venue

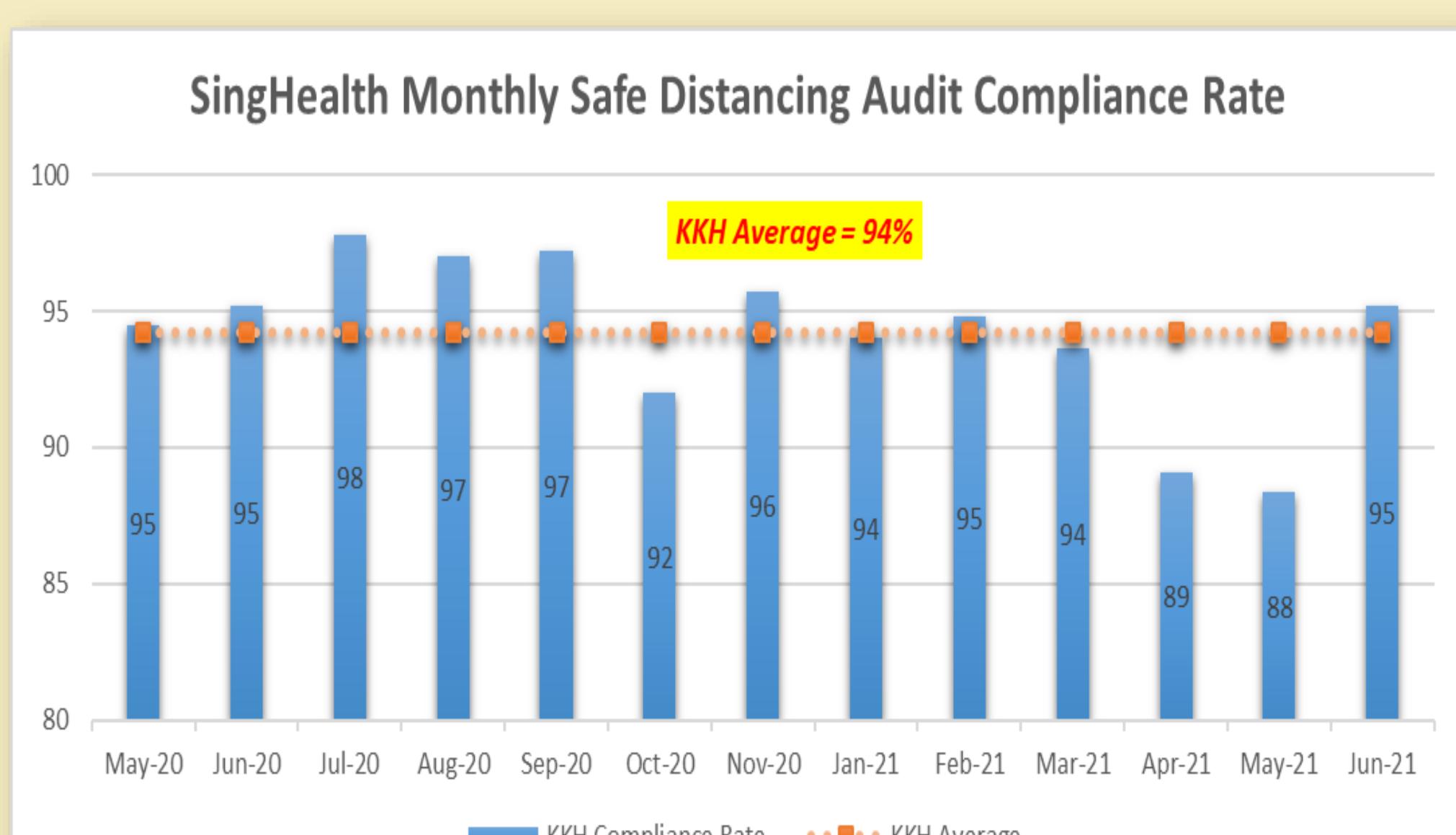
The timeline on initiatives implemented since March 2020  
April 2020  
✓ Removal or staggering of excess chairs, furniture in all rooms  
✓ More areas had been setup during lunch hours for staff to safely have their meals, breaks  
✓ Safe distancing markings (yellow lines) had been placed throughout the hospital in following common retail areas, restaurants, cafeteria, and other public places like lifts, stairs, etc.  
✓ Posting posters on safe distancing in pantries and also other alternatives to have meals and breaks

Now and Then  
✓ Conduct regular Safe Distancing Audits and Audits to check for compliance and concerns from staff  
✓ Redesign flow and layout to maximize space capacity and smooth operation before resumption of services  
✓ Review processes and safety measures after Circuit Breakers

Transit to new normal phase  
Provide regular updates and reminders to all staff at various hospital platform

Developed Policy & Procedure (P&P) on safe management measures standards and uploaded reference to all staff on internal sharing & latest external guidelines

## Results and Conclusions



With the new requirement on mandatory use of TraceTogether App or Token in April 2021, the monthly safe distancing audits compliance rates have slightly dipped below 90% for month of Apr and May. However, the latest result in June 2021 has bounced back to 95% with the strong commitment by various stakeholders in conducting weekly audits to identify areas of improvement in their respective areas and SMT organized regular engagement sessions to address concerns and uncertainties raised by the ground.

KKH is able to achieve an overall average of **94% COMPLIANCE RATE** with the multi-pronged approach, and this strategy also help us to ensure that initiatives implemented are useful and practical in aiding the actual operation needs & constraints on the ground.

People are our key asset for transformative change and it must be co-driven by the people. The attitude of people can have a strong impact sustaining the good effort, thus having SMT alone would not effective to drive system change in complying with the mandated safety management measures to achieve results.