

Project Title

Pharmacy Walkabout – Connecting with Staff on the Ground

Project Lead and Members

Project Members: Mohammed Nazri, Natalie Dharmapala, Arunachalam Santhi, Oh Ching Ching

Organisation(s) Involved

KK Women's and Children's Hospital

Healthcare Family Group(s) Involved in this Project

Pharmacy

Applicable Specialty or Discipline

Pharmacology

Project Period

Start date: July 2021

Completed date: December 2022

Aims

- To provide an avenue where there is direct contact between pharmacy leaders and ground staff.
- To openly discuss the issues and suggest ways to resolve staff concerns.
- To engage relevant stakeholders in various teams by fostering better working relationships with greater trust.
- To foster a sense of ownership of actual concerns where staff voices are heard, and contributions valued by the organization.

Background

Communication at the workplace has traditionally been a top-down approach, often resulting in a mismatch in expectations between leaders and staff. This project aims to improve communication at all staff levels through a ground-up approach, promoting collaboration and inclusiveness.

Methods

- Twice yearly Head of Department (HOD) & Safety walkabouts by the Pharmacy management team and Medication Safety Officer conducted from July 2021.
- Issues raised during walkabouts are tabulated and analyzed.
- Staff satisfaction surveys are conducted to assess willingness to participate and engage in the walkabouts.
- Three separate walkabout cycles per section were conducted from July 2021 to December 2022.

Results

- Number of issues raised increased from 61 to 95 (52% increase).
- Number of areas of walkabout increased from 9 to 14 unique sites per walkabout cycle (55% increase).
- Percentage of issues resolved immediately per walkabout cycle was 35%, with an overall resolution rate of 84%.
- 100% of respondents surveyed believed the walkabout benefited all and should be continued.
- Ground staff felt engaged, with their feedback actively addressed during the sessions.

Lessons Learnt

- Ground staff feel engaged and valued when their voices are heard and their feedback matters.
- Active addressing of staff concerns during walkabouts fosters a sense of ownership and involvement.
- Establishing open communication channels through ground-up initiatives can lead to better staff engagement and resolution of issues.

Conclusion

The ground-up communication and changes implemented ensure an open communication channel has been established with ground staff involvement, leading to improved engagement and resolution of concerns.

Project Category

Organisational Leadership

Human Resource, Staff Engagement

Keywords

Pharmacy Walkabout, Staff Engagement, Communication, Ground-Up Approach, Issue Resolution

Name and Email of Project Contact Person(s)

Name: Mohammed Nazri

Email: singaporehealthcaremanagement@singhealth.com.sg



Singapore Healthcare
Management **2023**

Pharmacy Walkabout – Connecting with Staff on the Ground

MOHAMMED NAZRI, NATALIE DHARMAPALA
ARUNACHALAM SANTHI, OH CHING CHING
Pharmacy Department

Background

Communication at the workplace has traditionally been a top-down approach where leaders of organisations provide directive for ground staff to execute. This often results in a mismatch in the expectations from leaders versus actual concerns faced by staff. To have a more inclusive working environment, a ground up approach through collaboration has often been espoused to improve communication at all staff level.

Aim

- ❖ To provide an avenue where there is direct contact between pharmacy leaders and ground staff
- ❖ To openly discuss the issues and suggest ways to resolve staff concerns
- ❖ To engage relevant stakeholders in various teams by fostering better working relationships with greater trust
- ❖ To foster a sense of ownership of actual concerns where staff voices are heard, and contributions valued by the organisation

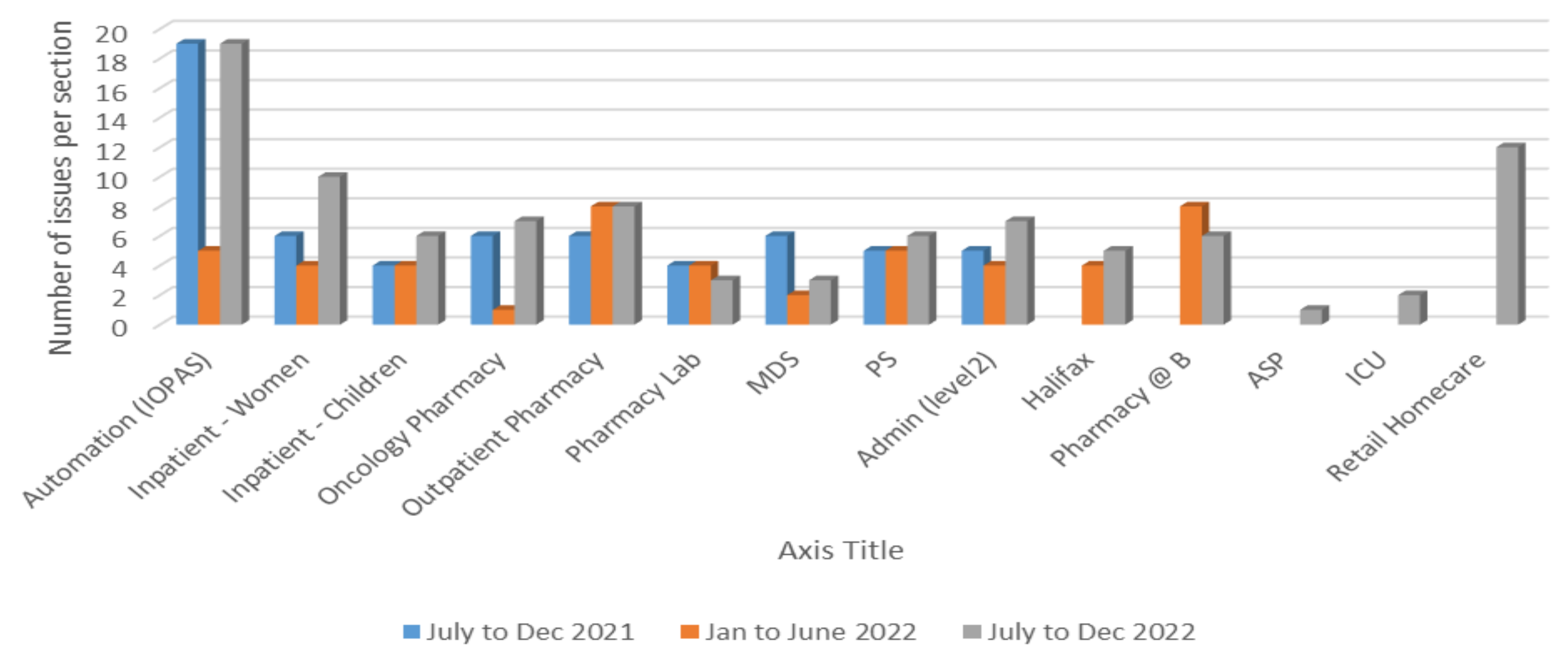
Methodology

- ❖ Twice yearly HOD & Safety walkabout by the Pharmacy management team and Medication safety officer conducted from July 2021
- ❖ Number of issues resolved against total issues raised during walkabout are tabulated and analyzed
- ❖ Staff satisfaction survey is conducted to assess staff willingness to participate and be engaged in the walkabout

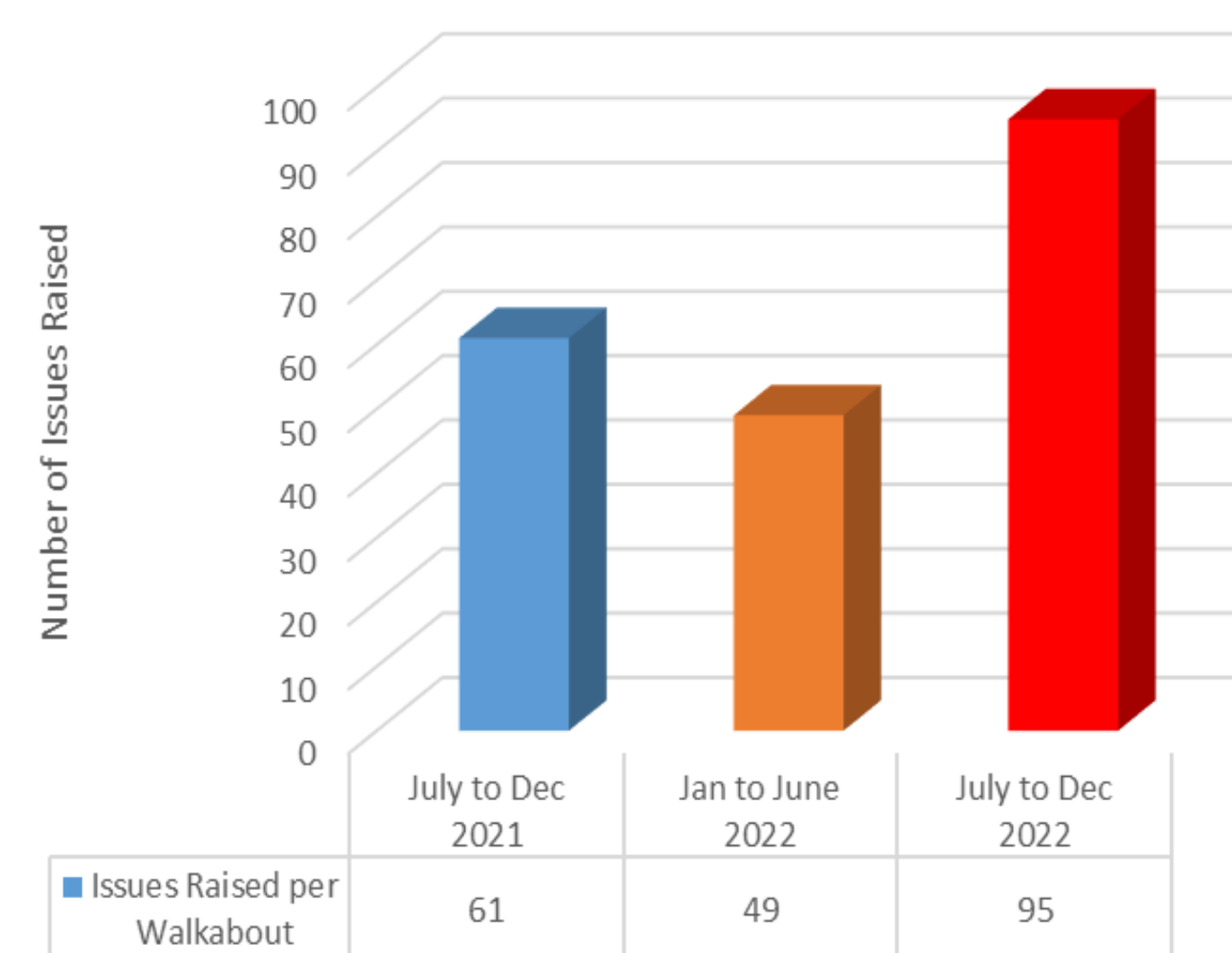
Results

- ❖ From July 2021 to Dec 2022, three separate walkabout cycles per section were conducted
- ❖ Number of issues raised has increase from 61 to 95 (52% increase)
- ❖ Number of areas of walkabout increase from 9 to 14 unique site per walkabout cycle (55% increase)
- ❖ Percentage of issues resolved immediately per walkabout cycle (35%) as compared to 84% resolved issue overall

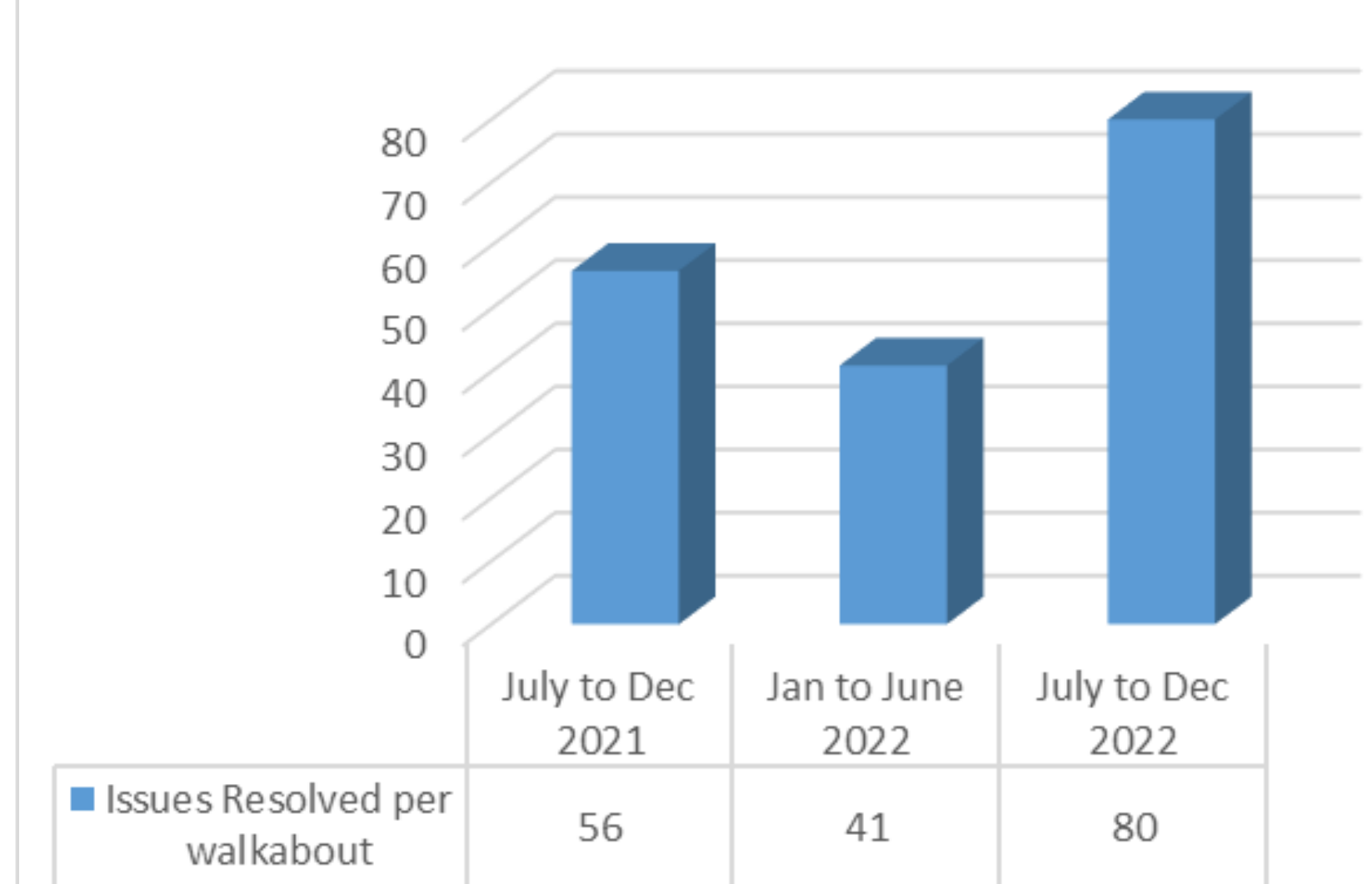
Sections & Issues raised (Jul 2021 - Dec 2022)



Issues Raised per Walkabout

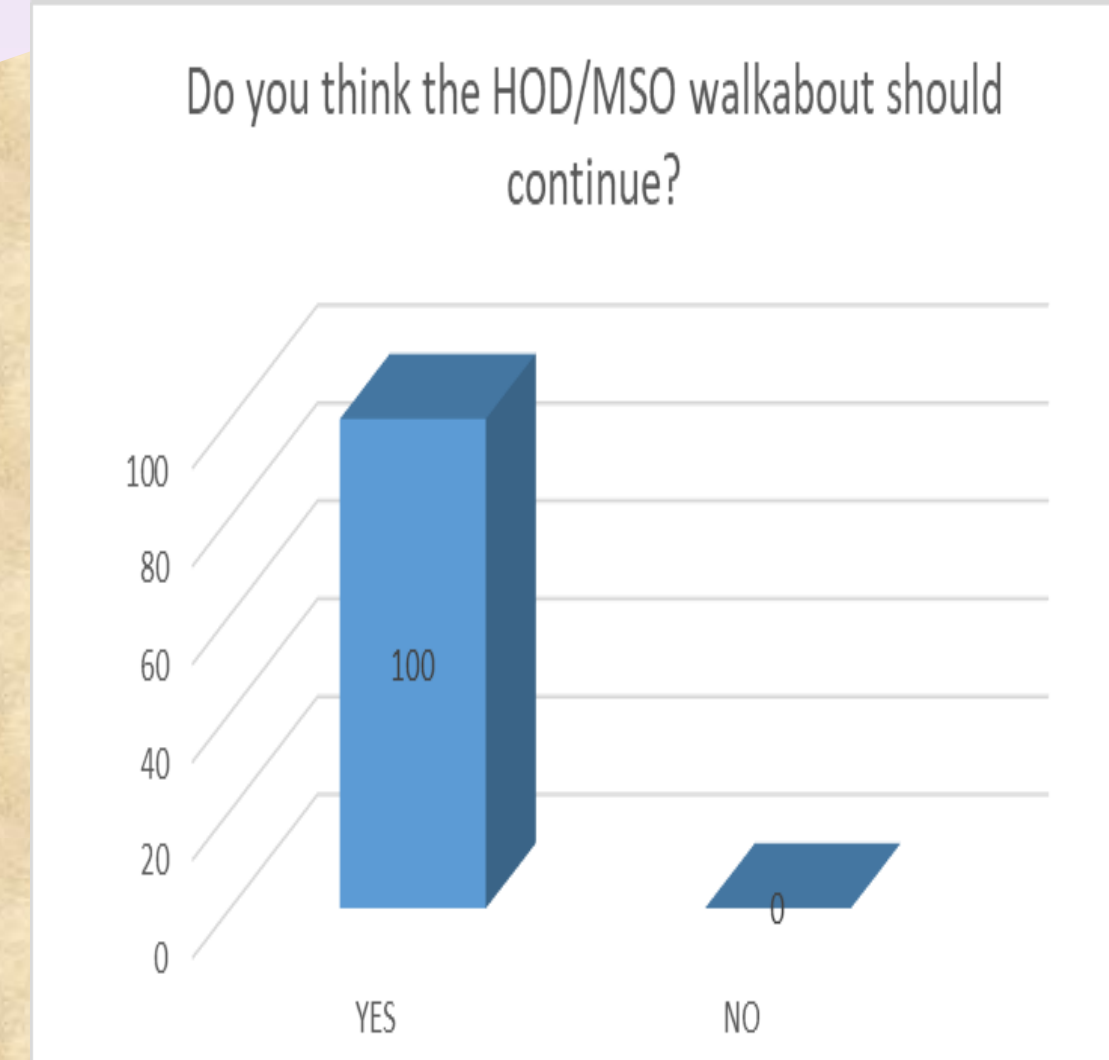


Issues Resolved per walkabout

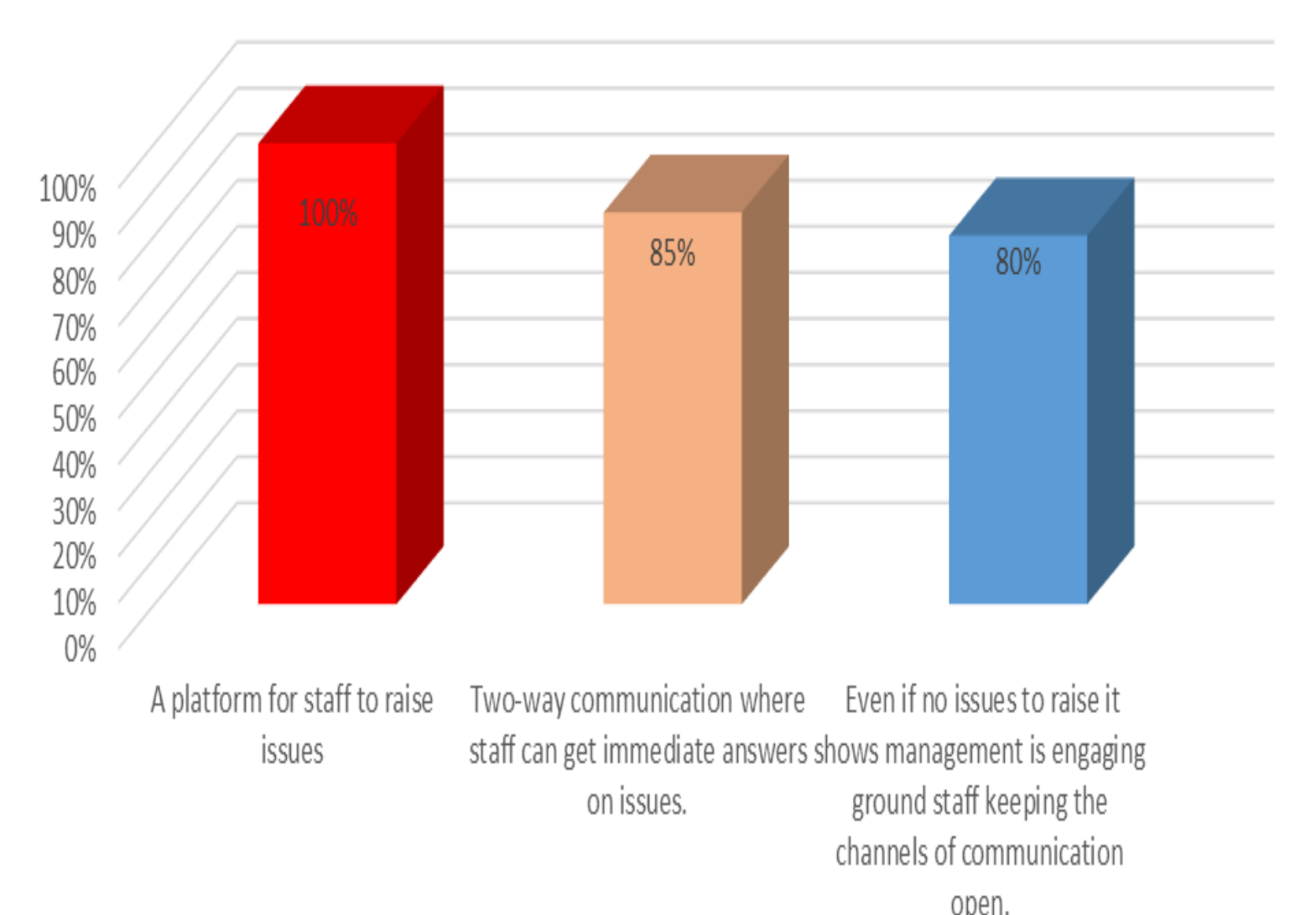


- ❖ Respondents were of high opinion that the walkabout is a platform for staff to raise issues

- ❖ 100% of respondent surveyed are of opinion that walkabout benefited all and should be continued



In your opinion, what are some of the benefits of conducting the HOD/MSO walkabout?



Conclusion

- ❖ Ground staff feels engage from the walkabout by having a voice and knowing that their feedback matters
- ❖ Staff felt that their concerns are actively being addressed during the session or will be raised further if deemed needed
- ❖ The ground up communication and changes implemented ensures an open communication channel has been established with ground staff involvement

