

Project Title

The Impact of Joy Ambassador Network on Joy @ KKH Allied Health

Project Lead and Members

- Goh Siew Li
- Sylvia Mun
- Jasper W.K. Tong

Organisation(s) Involved

KK Women's and Children's Hospital

Healthcare Family Group(s) Involved in this Project

Allied Health

Applicable Specialty or Discipline

Allied Health

Project Period

Start date: January 2021

Completed date: June 2021

Aim(s)

- Build a strength based culture
- Develop happy, healthy and productive staff

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) Congress 2023 – 3rd Prize (Human Resource category)

Project Category

Organisational Leadership

Human Resource, Staff Wellbeing

Keywords

Work Culture, Joy, Network

Name and Email of Project Contact Person(s)

Name: Goh Siew Li

Email: singaporehealthcaremanagement@singhealth.com.sg



The Impact of Joy Ambassador Network on Joy @ KKH Allied Health



SHM_HR006

Singapore Healthcare Management 2023

Goh Siew Li, Senior Principal Speech Therapist
 Sylvia Mun, Deputy Director, Allied Health Office
 Jasper W.K. Tong, Director Allied Health
 KK Women's and Children's Hospital



AIMS

Since 2019, AH Leaders set up Joy@Work workgroup to:

- Build a strength based culture
- Develop happy, healthy and productive staff



The Key Focus

- Staff wellness
- Staff Engagement
- Meaning and Purpose in work

METHODOLOGY

KKH Allied Health Office appointed:
 43 Joy Ambassadors (JA) from 17 Allied Health Teams

The Approach

- Games and appreciation
- Team problem solving
- Sharing good practices
- Engaging relevant stakeholders



Joy Ambassador Roles

Nominated from AH Department/ Team

- Find out concerns on the ground - "What Matters to You (WMTY) Conversations?" - Joy Ratings
- Plan and implement relationship building activities
- Monitor issues and report them to HOD/team leader
- Direct to resources to remove barriers that impede joy

Joy Rating

Adapted from IHI pulse questions (Reid, 2018)

List of Questions on AH Joy Ratings

1. I believe my department/ team is going in the right direction.
2. My immediate supervisor cares about the work that I do.
3. I feel comfortable bringing up problems and tough issues to my team/department.
4. I feel that people in my department/team respect and take into consideration all views expressed.
5. I am confident about my future in my department/team.
6. My job makes me feel like I am part of something meaningful.
7. I am satisfied with my work/life balance.
8. My current role enables me to build my professional skills.
9. I feel like I have at least one person in a managerial/supervisory role in my department/team who looks out for my professional development.
10. My immediate supervisor cares about me as a person.
11. I have a friend at work.
12. My colleagues in my department/team regularly apply the KKH values in their day-to-day interactions.
13. I am confident that I can participate effectively in efforts to improve my department's/ team's processes.
14. My Head of Department cares about the work that I do.
15. I feel well-informed about important decisions.
16. I feel recognized for my contribution.



Teams with the most creative relationship building activities were recognized!



Virtual YEP and Carnival Games
 Lucky Draw and Video Competition
 With finger food provided

Going around Singapore to solve puzzles as a team
 Encouraged cohesion between staff

Virtual YEP – Program includes message from HOD, lucky draw, retro dance competition, best dressed competition and games

Joy Ambassadors who organized Joyful Activities and listen to colleagues share about issues that mattered were also awarded small tokens of encouragement!

JAs who conducted the most WMTY Conversations...

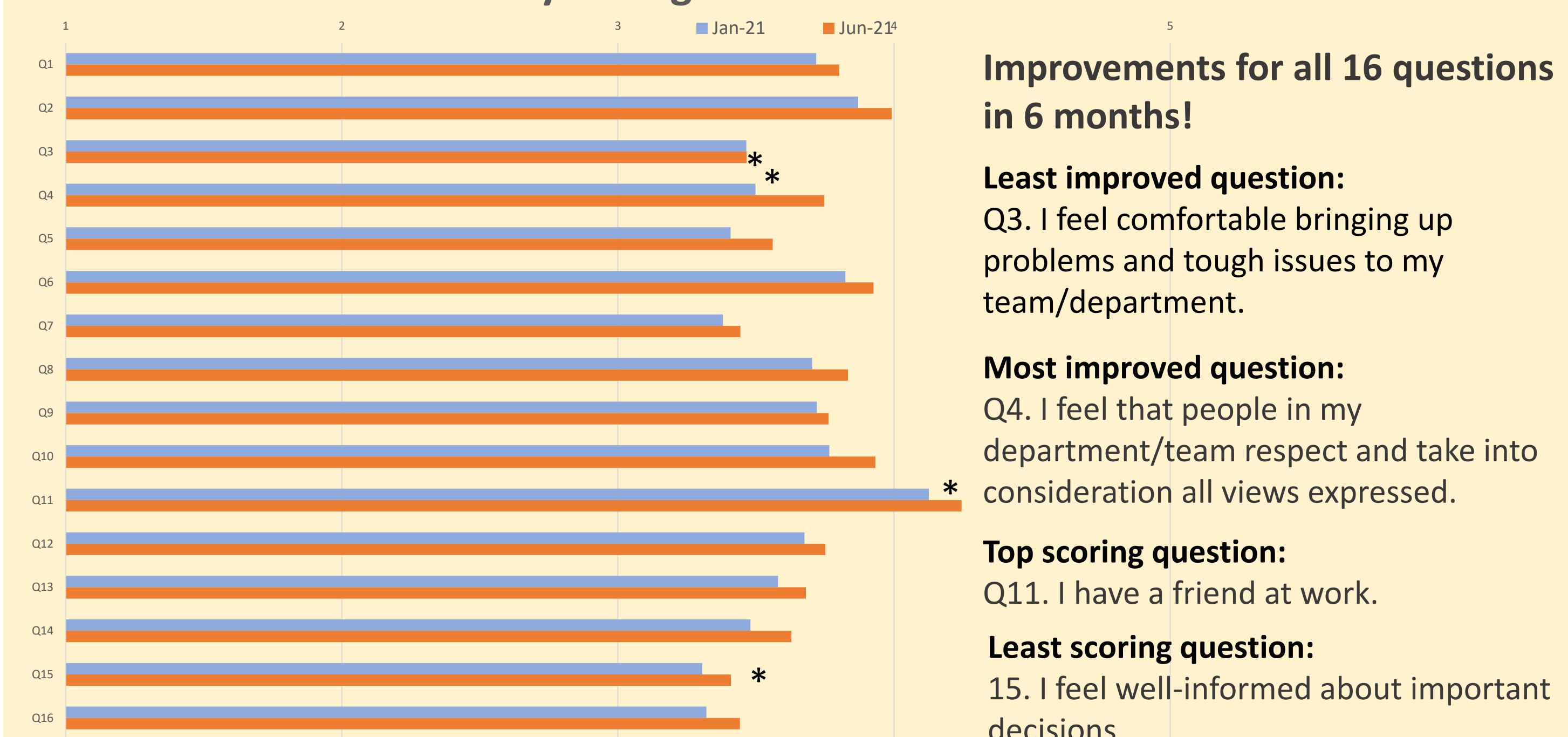
JAs who conducted the most Joyful Activities...



RESULTS

KKH AH staff saw significant effects after 6 months of implementation. Improvements in all 16 questions on the Joy Rating (JR) after 6 months in 2021. The use of JR allowed for a quick evaluation of joy for a swifter response in addressing issues.

Joy Ratings in Jan 21 and Jun 21



Impact:

- Staff engagement: Improvement in EES 2021 and in Pulse Survey 2022
- Patient Satisfaction: 74.8% to 78.6% definitely recommending KKH
- Talent retention: 91% to 93% retention of talents
- Quality Improvement: Number of quality improvement projects increased from 1.9 to 3.5

Joy Ambassador Records

- 92 conversations were conducted to understand staff concerns
- 90 Joyful activities were organized
- 24 Bright Spots were identified
68 barriers to joy were recorded
- All issues were highlighted to AH Director
24 issues were resolved
Ongoing issues were raised to relevant stakeholders

The Issues that Matter

The following bright spots and barriers were identified based on the conversations AH JAs had with their teams. This understanding allows AH leads to continue facilitating elements that matter and bring joy and also address issues.

Bright Spots	Barriers
Personal	Personal
Having sense of purpose	Feeling Burnout
Loyalty	Doubts about career progression
Work life balance	Interpersonal
Career Progression	Feeling disrespected
Interpersonal	Department/Procedures related
Close-knitted/ supportive colleagues	Manpower/workload/rostering
Sharing snacks/ treats	Lack of support for new ideas
Team work	Lack of IT resources
Positive culture	Ability to take leave
Department/Procedures related	Clarity of Flexible work (FWA) and work from home (WFH) arrangements
Flexi work hours for personal matters	Supervisor/ HOD related
Ability to manage work/patient load	Lack of conference opportunities
Allocated time for staff to speak to seniors to address/clarify questions/issues	Lack of access to supervisor
Staff appreciation activities	Lack of time for non-direct patient related work
Smooth work flow	Information dissemination
Supervisor/ HOD related	System/ Institution related
Autonomy to work	Availability of workspaces
Supervision framework	Dress code policy
	Remuneration



Conclusion:

A network of JAs is critical in spreading joy at work from the bottom up. This network enabled teams to identify impediments to joy and facilitate a systemic approach to resolve issues, build and promote a joy culture at work. With due recognition given to JAs, and with joy of staff put on the work agenda, it signals to all staff that joy at work is an indispensable element. This approach has contributed effectively to the overall EES and seeing the success of this initiative, it is now scaled up to the Group Allied Health level.



References:

Reid, A. (2018). Implementing IHI joy in work framework to decrease turnover among unit leaders.

