

Project Title

Job and Process Redesign at Health Information Management Services (HIMS)

Project Lead and Members

- Sally Oh Lee Ling
- Lee Worn Jiun
- Nurmastura Banu Binte Azman
- Isabelle Deng Qian Hui

Organisation(s) Involved

KK Women's and Children's Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration

Specialty or Discipline

Human Resource, Patient Support Services, Health Information Management Services

Aims

- Redefine the Department roles and functions: Align to organisational strategic goals and meet the staffing needs of the organisation
- Future-proof the workforce: Ensure sustainability i.e. how the task and process can be effectively sustained for the long term
- Optimise the workforce: Operation efficiency in terms of resource management and develop an optimal team for effective deployment
- Staff satisfaction: Staff developmental growth and career expansion. Elimination of mundane tasks

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
(Human Resource Category)

Project Category

Workforce Transformation, Job Redesign, Upskilling, Care & Process Redesign,
Quality Improvement, Workflow Redesign, Job Effectiveness

Keywords

Job Enhancement, Central Pool Staffing, Scanned Medical Records, Future-Proof
Workforce, Electronic Medical Records

Name and Email of Project Contact Person(s)

Name: Sally Oh Lee Ling

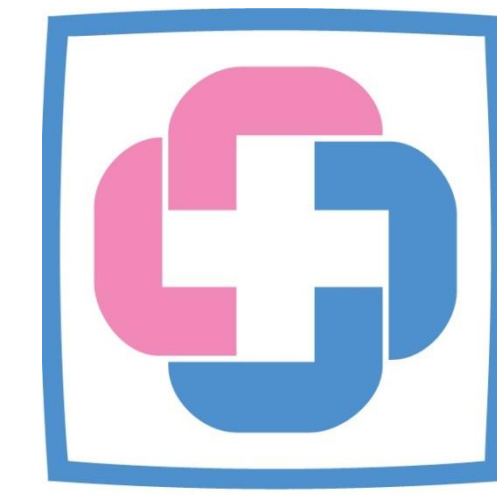
Email: singaporehealthcaremanagement@singhealth.com.sg



Singapore Healthcare Management 2021

Job and Process Redesign at Health Information Management Services (HIMS)

Sally Oh Lee Ling
Lee Worn Jiun
Nurmastura Banu Binte Azman
Isabelle Deng Qian Hui



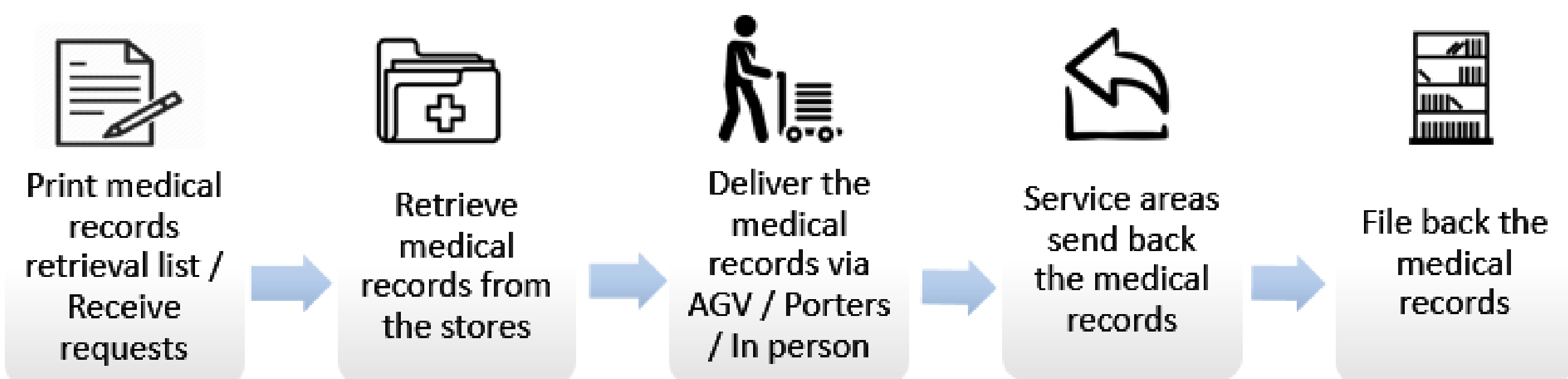
KK Women's and Children's Hospital
SingHealth

Background

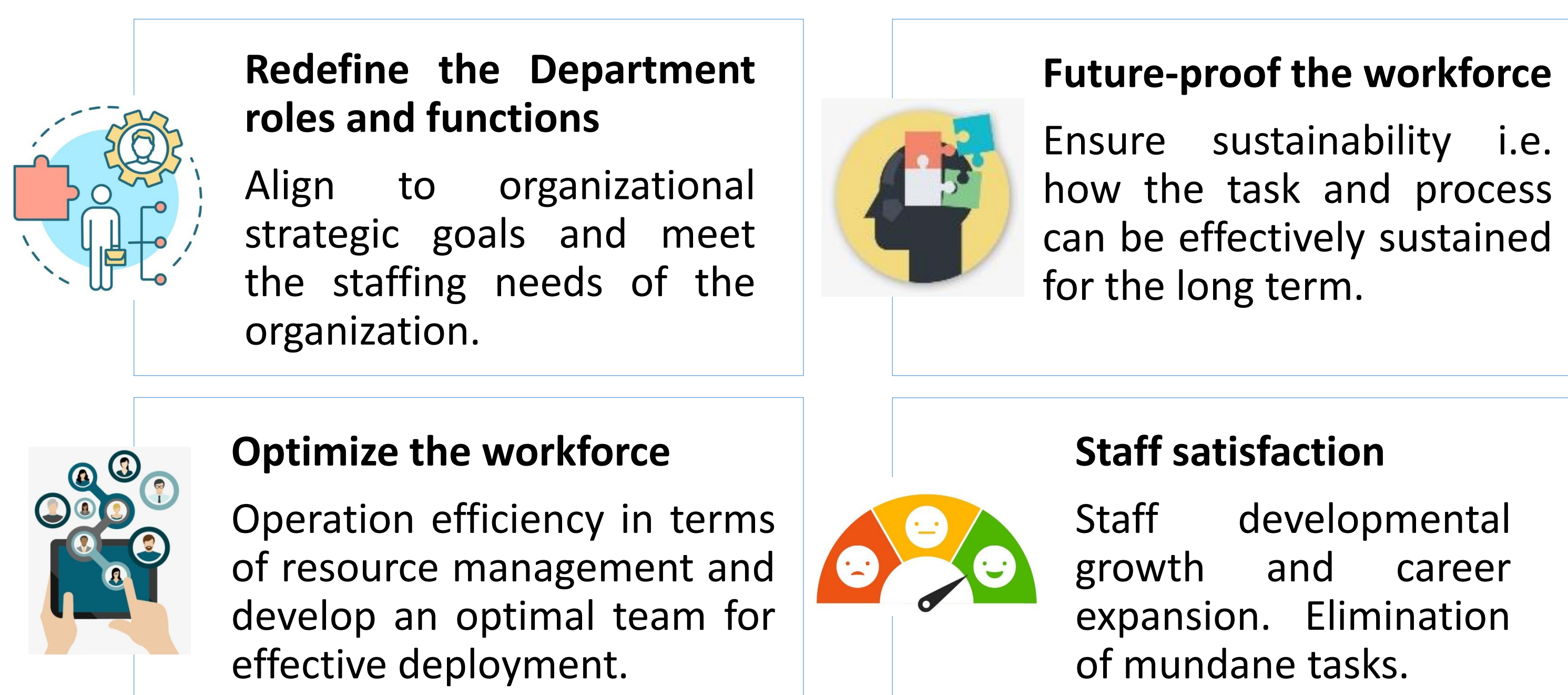
With the evolving change in medical records management and Electronic Medical Records (EMR) becoming the norm, the role of HIMS is undergoing transformation. The transition from paper-based records management to digitization of Health Information has impacted the job functions of the department and some employees are at risk of being displaced.

The identified job functions that will be most impacted and therefore in dire need of intervention include retrieval, filing and point-to-point delivery of medical records (HIMS operations). Hence, job and process redesign is a critical enabler and tool to support HIMS digital transformation.

Current Job Functions



Objectives



Methodology

The team used the 6-step approach to Job and Process Redesign methodology to diagnose, redesign and implement the job and process redesign.



Results

Using the 6-step approach, the team identified 2 main Job and Process Redesign plans for HIMS staff.

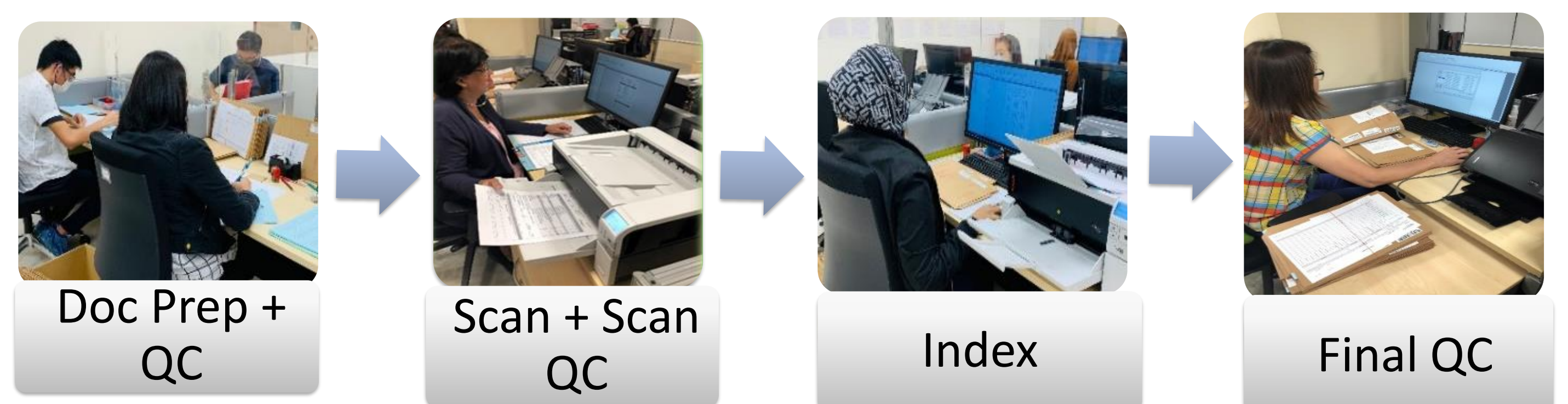
Job Enlargement

- Central Pool Staffing
- Cross coverage between Visitors Services and Scanned Medical Records (SMR) Operations
- Achieve operation efficiencies in terms of resource management, efficient deployment and having an optimal team of staff.

Job Enhancement

- Train HIMS staff to assume new role in SMR operations
- Upskilling from mundane tasks to operating SMR systems
- Department will be self-reliant in its manpower needs at steady state

Scanned Medical Records (SMR) Operations



Conclusions

By using the Job and Process Redesign tools and going through the redesign processes, HIMS has successfully transited a group of staff to SMR operations i.e. identifying outcomes, developing redesign solutions, provide the staff with structured training and perform periodic competency checks.

- ✓ Dispensing with 75 Outsourced manpower needs
- ✓ No displacement of HIMS staff
- ✓ Retrain and deploy HIMS manpower to area of need

Dept	Before Redesign		After Redesign		Remarks
	KKH Staff	Outsource manpower	KKH Staff	Outsource manpower	
1 HIMS	55	0	10	0	Current HIMS Operations: 55 HIMS staff Future steady state: 10 HIMS staff
2 Scanning Operations	0	60	30	0	Current Scanning Operations: 60 outsourced staff Future steady state: 30 HIMS staff
3 Central Pool	0	0	15	0	Future steady state: 15 HIMS staff to be retrained and multi-skilled to perform VS tasks as well as scanning operations. The will form a 'floating pool' to address peaks in transaction volume, and to provide buffer for staff training and leaves.
4 Visitor Services	0	15	From central pool	0	Current VS: 15 outsourced staff Future steady state: 15 Central Pool staff
Total	55	75	55	0	

-75