

## **Project Title**

Slashing Overtime Costs for Tow Tractor Team

## **Project Lead and Members**

- 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

## **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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# Slashing Overtime Costs for Tow Tractor Team



Singapore General Hospital  
SingHealth

Singapore Healthcare Management 2021

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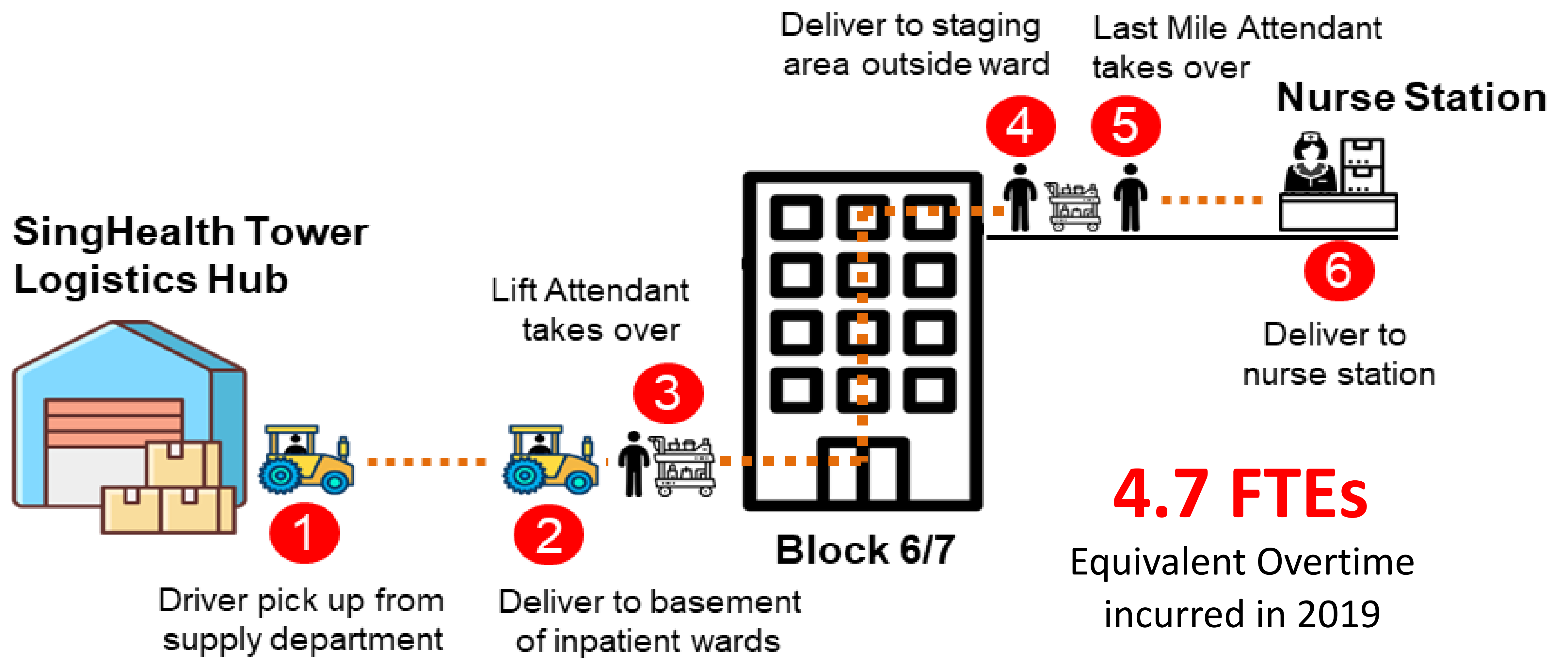
## Background

**1,000**

Trolleys Delivered Daily

**40**

Distribution Staff Managing Diets/ Pharmaceuticals/ Consumables etc.



**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.

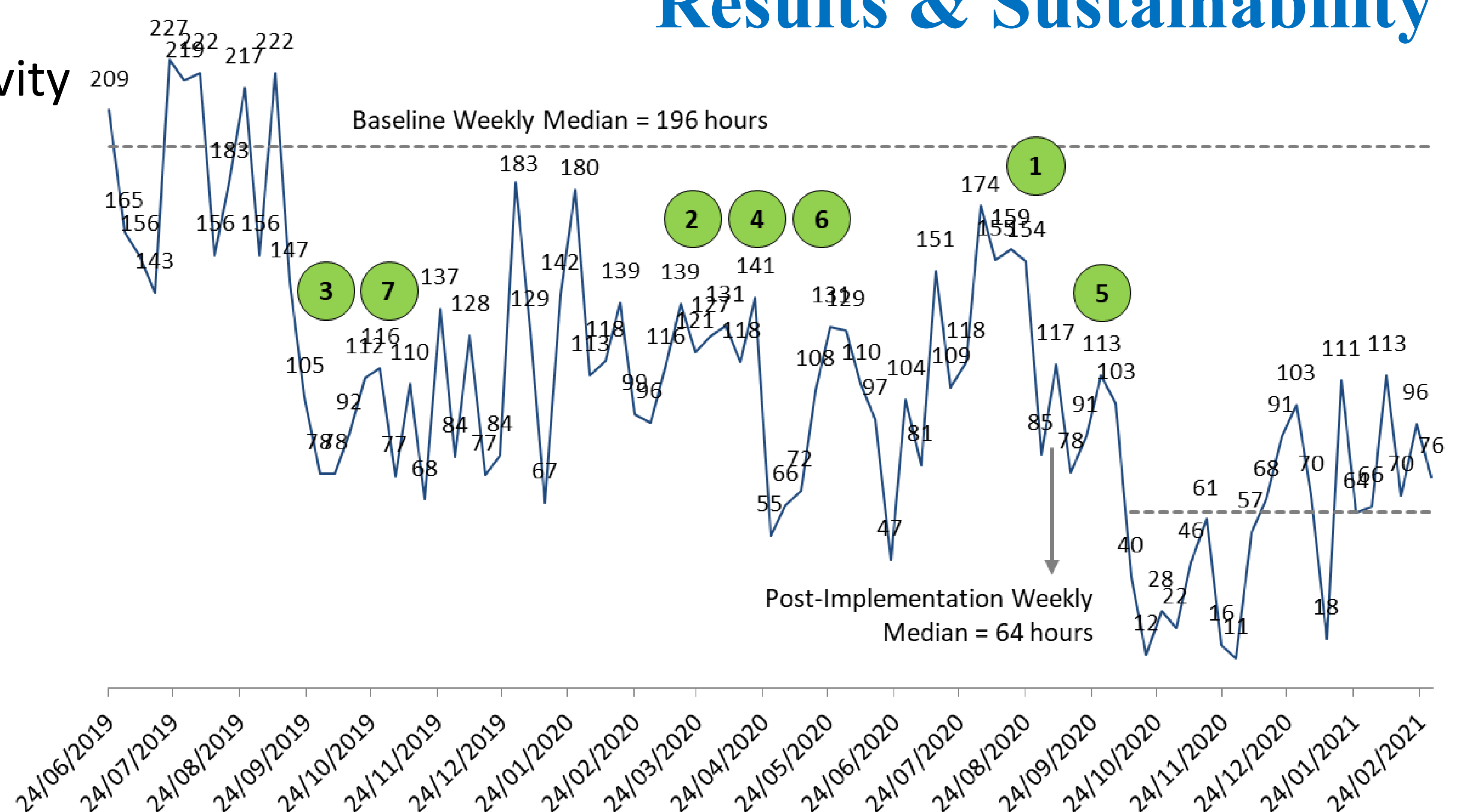
### Key Root Cause B: Suboptimal Resource Control

- 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.