

Project Title

Optimisation of Human Resources in Ear Nose & Throat (ENT) Clinic Operations

Project Lead and Members

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Organisation(s) Involved

Sengkang General Hospital

Healthcare Family Group(s) Involved in this Project

Healthcare Administration

Applicable Specialty or Discipline

Human Resource, Outpatient Clinic Operations, Otorhinolaryngology

Aims

This project aims to effectively manage the ENT team of room assistants to ensure duties are completed without the need for additional manpower.

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

Organisational Leadership, Human Resource, Staff Management, Staff Wellbeing

Keywords

Manpower Optimisation, Staff Morale, Attendance Rate

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Optimisation of Human Resources in ENT Clinic Operations

Background



ENT clinics have a relatively high occurrence of day surgeries within the consultation rooms. This requires room assistants to manage additional duties, instruments and consumables compared to the typical room assistants. These duties are to be completed in a timely and appropriate manner. Hence, effective management of ENT team of room assistants will be required to ensure duties are completed without the need for additional manpower.

Methodology



ENT room assistants are grouped into 3 shift timings, with assigned duties for staff in each shift to manage on a regular basis beyond room assisting:

- Execute First-In-First-Out (FIFO) of ENT instruments;
- Ensure clinic consumables are within shelf life;
- Upload scope images to Scanned Medical Records (SMR);
- Deletion of outdated scope images from scope tower;
- Maintain ENT clinic files; and
- Cover clinics that overrun

Result



The various duties that are required of ENT room assistants are being completed in a timely, appropriate and sustainable manner. Clinic has also done well during environmental audits, in terms of FIFO and consumable management. Overall, staff's morale and attendance have also improved after implementation.

Conclusion



With clear segregation of duties amongst staff, human resources in ENT clinic operations are being optimised without the need for additional manpower. In addition to achieving KPIs set, staff's well-being is not being compromised as well.