

Workforce Transformation: Building a flexible, adaptive and engaged workforce

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National Healthcare Group (国立健保集团)



Adding years of healthy life



TTSH in A Year... Hospital Care

Based on 2023 data.



Overall Hospital Workforce Profile

Total Workforce:

Allied Health & Pharmacy

18%



Medical

13%



Nur Anc

3%



Nursing

41%



Ancillary

16%



Admin

9%



TTSH Staff
≈ 10,000



Outsourced
≈ 1000

Local-Foreign:



Singapore citizens
& Perm residents
81%



Foreigners
19%

Gender:



Male
21%



Female
79%

Healthcare Workforce Challenges

Demand

- Increased demand for healthcare services
- Rising expectations of patients and family members

Supply & Stock

- Limited local supply
- Fatigue and burnout
- Ageing workforce
- Evolving career aspirations

External Changes

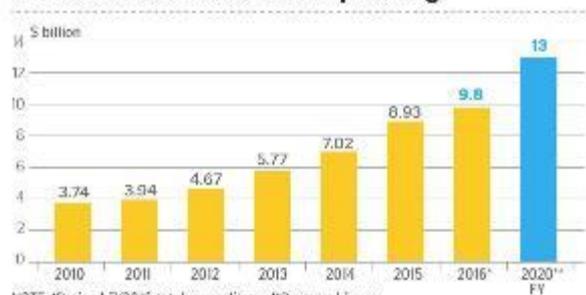
- Global competition for healthcare manpower
- Changes in way of working (hybrid)
- Proliferation of digital health technology

Healthcare Workforce Challenges - Demand

Demand

- Increased demand for healthcare services
- Rising expectations of patients and family members

Actual annual healthcare spending



NOTE: *Forecast FY2016 total expenditures. **FY included figures. Figures are rounded to the nearest \$12 million. Source: MINISTRY OF FINANCE, SUNDAY TIMES GRAPHICS

\$17.95B in 2023 – *Tripled* from 2013

SINGAPORE

LOG IN

Healthcare workers need better protection from abuse; new measures in place by June 2024: Ong Ye Kung



Health Minister Ong Ye Kung said medical staff should not be expected to tolerate abuse. ST PHOTO: GUY LAW

SINGAPORE

LOG IN

24k more nurses, healthcare staff needed by 2030 as S'pore ages



While locals will continue to form the bulk of the nursing workforce, the number and role of foreign nurses will grow. ST PHOTO: CHIA CHEE SENG

Healthcare Workforce Challenges – Supply & Stock

Supply & Stock

- Limited local supply
- Fatigue and burnout
- Ageing workforce
- Evolving career aspirations

CNA Top Stories Latest News East Asia Asia Singapore Commentary Sustainability CNA Insider Lifestyle Watch Listen All Sections

Commentary: Healthcare workers are at their breaking point but most don't want to quit

Leaving one's job in healthcare is akin to walking away from your mentor, band of brothers and life as you know it, says psychiatrist Dr Lim Boon Leng.



The accident and emergency (A&E) department at Tan Tock Seng Hospital in Singapore, in a photo posted on Sep 19, 2021. (Photo: Facebook/Tan Tock Seng Hospital)

Lim Boon Leng
11 Mar 2022 06:04AM
Social media sharing icons

CNA Top Stories Latest News East Asia Asia Singapore Commentary Sustainability CNA Insider Lifestyle Watch Listen All Sections

Singapore

The Big Read: Confronting Singapore's need for foreign manpower and talent, amid its ageing and shrinking workforce



Taufiq Zolizan
10 Jun 2024 06:04AM
Social media sharing icons

(Photo: TOBY/Alamyphoto.com)

Healthcare Workforce Challenges – External Changes

External Changes

- Global competition for healthcare manpower
- Changes in way of working (hybrid)
- Proliferation of digital health technology

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Analysis

60% would turn down a job that does not offer hybrid work

Updated / Wednesday, 10 Apr 2024 09:37



64% of workers are considering asking for a pay rise over the next 12 months

Healthcare IT News

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HIMSS 24

CREATING TOMORROW'S HEALTH

1-4 October Seoul

Global Edition Electronic Health Records (EHR, EMR)

Clinician EHR struggles compromise patient care, study shows

"Imagine if the tools on your computer that you need to do your job were so cumbersome, they caused you to be fatigued, burnt out, and to have to work extra hours to get your job done. How would this impact the quality of your work?"

By Nathan Eddy | October 31, 2023 | 10:00 AM



HIMSS

BUILD TOWARDS A GREEN HEALTH INFRASTRUCTURE.
Get started with INFRAM.

HIMSS 24

Take a closer look at

TTSH Workforce Strategy

Digitally enabled

Flexible
Workforce

Adaptive
Workforce

Engaged
Workforce

Future Ready

Flexible Workforce – Flexi-Shifts

Flexible Workforce

Why: Optimizing resources to provide sufficient manning while addressing staff needs.

Key Objectives:

- Flexible Working Arrangements
- Flexible Workforce Mix

Singapore

Amid manpower crunch, Tan Tock Seng Hospital to offer flexi-shifts to 2,500 nurses by end-2024

The hospital began trialling its “liquid nursing” initiative in October 2023, after nurses gave feedback on a lack of flexibility and finishing work past their official shift end time.



Alxis Thng



Louisa Tang

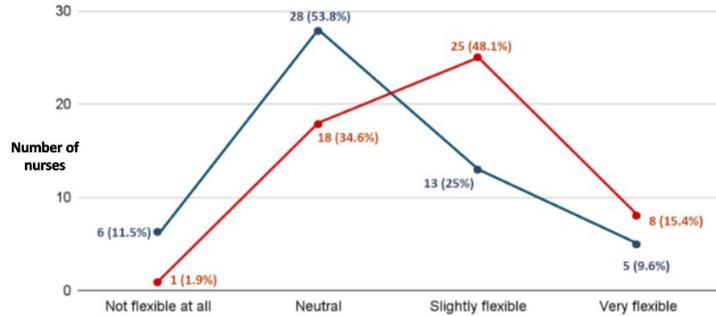
10 May 2024 03:17PM
(Updated: 10 May 2024 03:33PM)



Impact on Nurses' Wellbeing

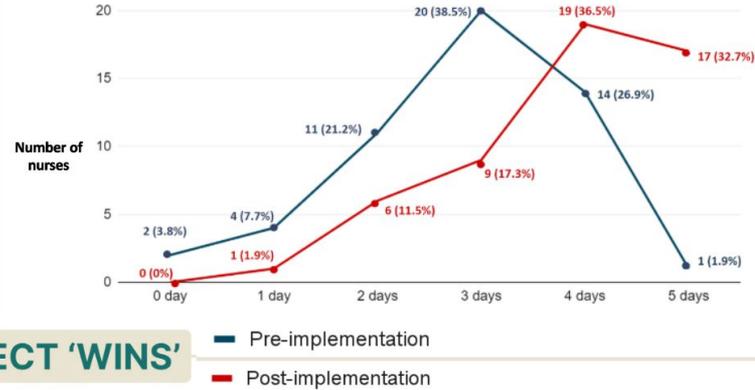
My current work schedule allows sufficient flexibility to meet my personal/family needs

n = 52



On average, out of 5 working days, how often were you able to go home on time?

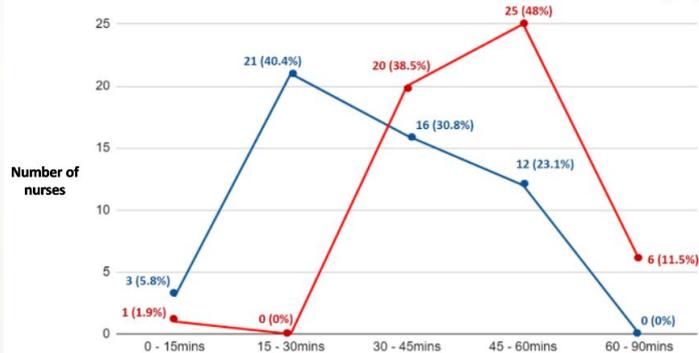
n = 52



OUR PROJECT 'WINS'

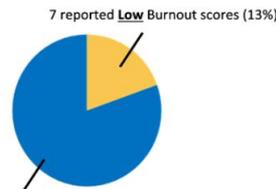
On average, how long, was your break time during shifts?

n = 52



BEFORE PILOT

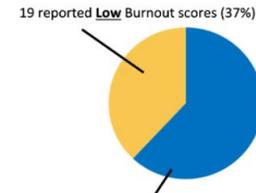
Out of 52 nurses' responses,



45 reported Average Burnout scores (87%)

MID PILOT

Out of 52 nurses' responses,



33 reported Average Burnout scores (63%)

Nursing Narratives: Stories and Insights from Pilot Ward

Meaningful Productivity

"All of the team members are able to go for BREAK and seldom need to stay back late after work over the past 1 month."

For the past month, a lot of instances where teamwork occurred, especially when rendering care for our patient and making sure that we PROVIDE THE PROPER CARE they needed.

Colleagues APPRECIATED MY HELP.

"COMMUNICATION between the team with different roles. SOME staff really reach out to other staff and lend their helping hand in order to achieve the goal which is the HOLISTIC PATIENT CARE."

"As a Flexi-nurse, I feel happy that I can HELP my colleagues. When I function as a Fundamental nurse, we can finish all the work and go back HOME ON TIME AND TOGETHER, which let me feel that we have good teamwork in our ward."



"I can FOCUS more on medications serving and update family, without interruptions of call bells."

"Give me more time TO FINISH MY DOCUMENTATION AND CHECK DR INPUT."

"LESS WORKLOAD that I'm able to focus more on giving my BETTER CARE TO MY PATIENTS, thanks to the flexi staff that help us."

in moments that I FELT OVERWHELMED either as the fundamental junior/PN, the flexi nurse would suddenly show up and offer help.

I realise that the call bells will hardly ring because the flexi & I work together to ensure that the PATIENT'S NEEDS ARE ATTENDED TO promptly.

Just having an extra person available makes me ASSURED THAT I DON'T HAVE TO DO EVERYTHING MYSELF.

Flexible Workforce – Augmented Workforce

THE STRAITS TIMES

SINGAPORE

LOG IN

Flexible Workforce

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More para-nursing volunteers helping to boost patient care, lighten nurses' workload at TTSH



Domestic helper Ike Handayani and nursing student Tan Pui Lok are para-nursing volunteers at Tan Tock Seng Hospital's Integrated Care Hub. PHOTO: LIANHE ZAOBAO

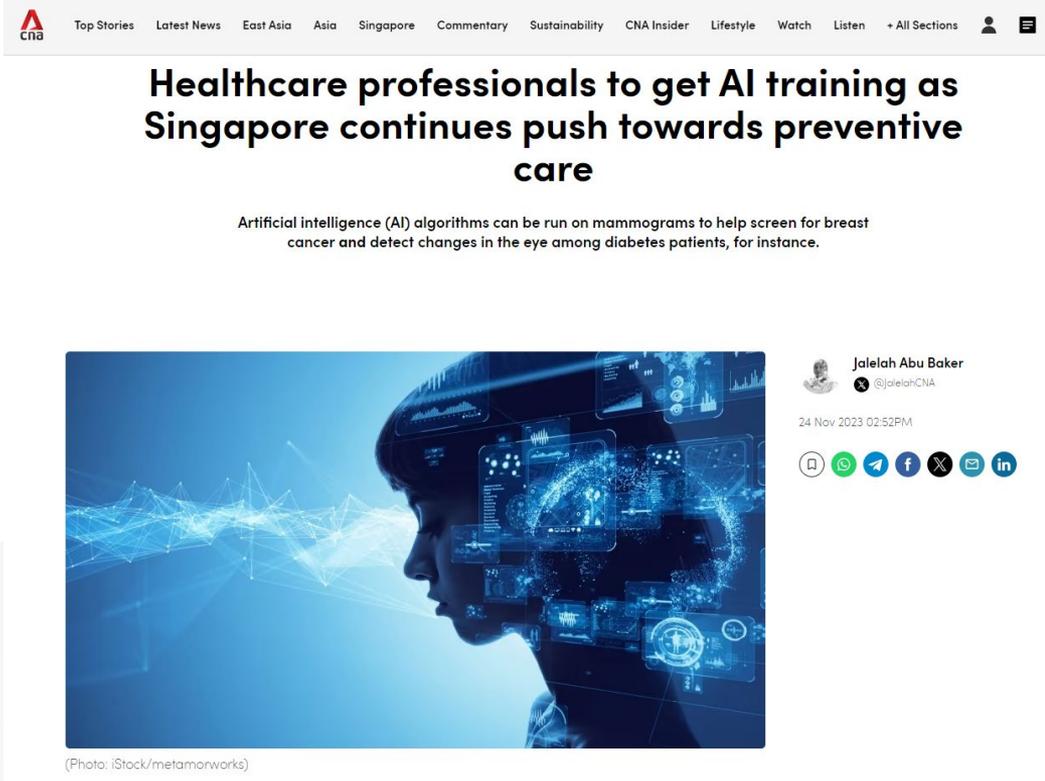
Adaptive Workforce – Digital Literacy & Competency

Adaptive Workforce

Why: Allowing our staff to stay versatile and resilient in the evolving healthcare landscape

Key Objectives:

- Digital Competency
- Workforce Longevity



The screenshot shows a news article from CNA. The headline is "Healthcare professionals to get AI training as Singapore continues push towards preventive care". The sub-headline reads: "Artificial intelligence (AI) algorithms can be run on mammograms to help screen for breast cancer and detect changes in the eye among diabetes patients, for instance." Below the text is a photograph of a person's profile with digital data overlays on their face and head. The article is attributed to Jalelah Abu Baker (@jalelahCNA) and dated 24 Nov 2023 02:52PM. Social media sharing icons for WhatsApp, Telegram, Facebook, X, Email, and LinkedIn are visible.

(Photo: iStock/metamorworks)

Adaptive Workforce – Job Redesign & Assistive Technology

Adaptive Workforce

Why: Allowing our staff to stay versatile and resilient in the evolving healthcare landscape

Key Objectives:

- Digital Competency
- Workforce Longevity

Home > Community Health > Community Health Stories > A⁻ A A⁺

Redesigning Patient Service Associates' Jobs For The Future

By Tan Tock Seng Hospital



Community Health

- Community Health
- Community Health Stories
- For Partners
- For Residents

With an ageing population and a rising demand for healthcare services, we need to challenge traditional healthcare delivery models to be ready for the future. To do so, the hospital recognises the need to work in new ways in a fast-changing landscape and to develop the right capabilities with our workforce. One of the key workforce in the hospital that has undergone job redesign is the Patient Service Associates (PSAs).



One new technology at the TTSH Smart Ward is a bed that turns bed-bound patients with the push of a button, reducing the need for labour-intensive work.

Engaged Workforce – Staff Wellness

Engaged Workforce

Why: Foster a culture that cares for the holistic well-being of employees both professionally and personally.

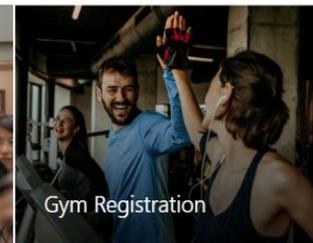
Key Objectives:

- Employee Well-being
- Employee Engagement



HR Well-being (HRW)

TTSHub Human Resource Advanced Search IDAP Resource Library



Gym Registration



WE'll Fit Classes



Mother's Nursing Room



3S (Staff Support Staff)

Engaged Workforce – Staff Protection

Engaged Workforce

Why: Foster a culture that cares for the holistic well-being of employees both professionally and personally.

Key Objectives:

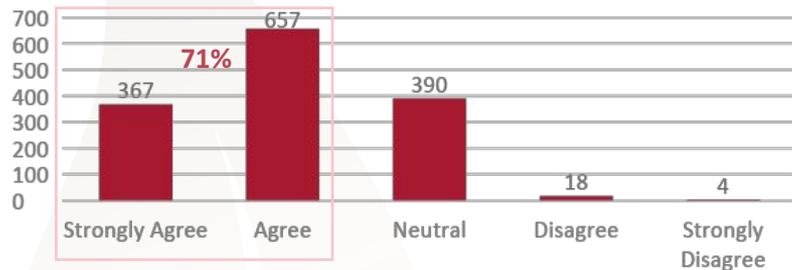
- Employee Well-being
- Employee Engagement



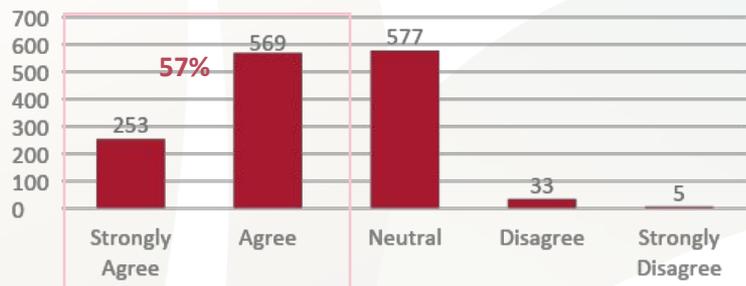
Pulse Survey Results

Results of Health Screening 2024 Health & Lifestyle Survey

I am glad that HR Well-being team organises a variety of activities/programmes (Physical, Mental & Social Health) and is satisfied with them.



The activities, programmes and facilities have benefitted me and help improve my overall health and well-being.



Latest Pulse Survey Results in Jan 24 suggest overall improvements to staff's well-being measurements, as compared to previous surveys.



● May - Jun'22 ● Jul - Aug'22 ● Sep'22 ● Nov'22 ● Jan'23 ● Jul'23 ● Jan'24

Key Indicators

FLEXIBLE WORKFORCE



Staff on Flexible Work Arrangements



Flex VS Core Workforce Mix

ADAPTIVE WORKFORCE



Productivity



Qualitative indicators

ENGAGED WORKFORCE



Employee Engagement Score



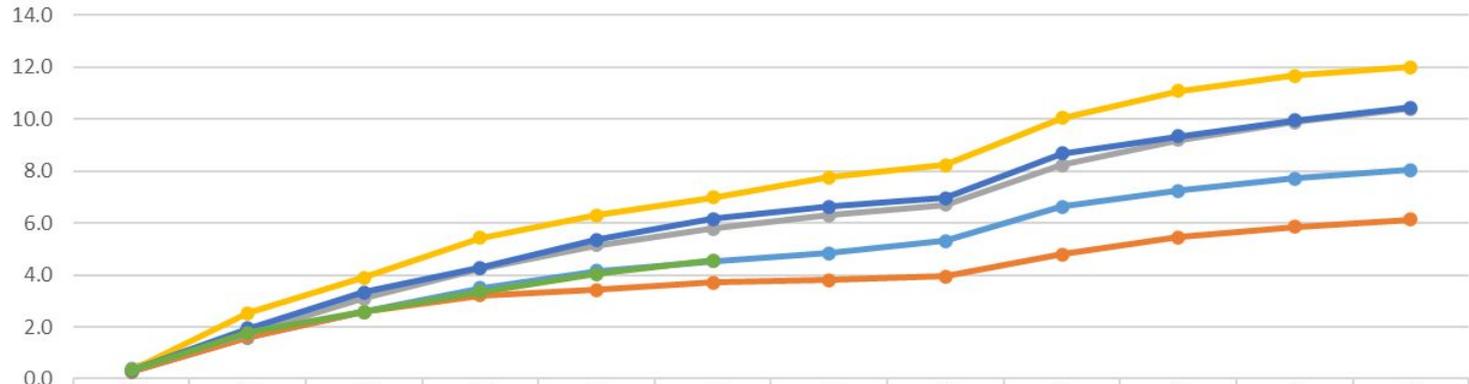
Employee Net Promoter Score

Staff Attrition Rate

YTD Voluntary Attrition Rate (2019 – Current)

WORKFORCE
IN A *wink!*

Vol Attrition % by month (2019 - 2024 (Jun))



| | 01 | 02 | 03 | 04 | 05 | 06 | 07 | 08 | 09 | 10 | 11 | 12 |
|------|-----|-----|-----|-----|-----|-----|-----|-----|------|------|------|------|
| 2019 | 0.3 | 1.6 | 2.6 | 3.5 | 4.2 | 4.5 | 4.8 | 5.3 | 6.6 | 7.2 | 7.7 | 8.0 |
| 2020 | 0.3 | 1.6 | 2.6 | 3.2 | 3.4 | 3.7 | 3.8 | 3.9 | 4.8 | 5.5 | 5.8 | 6.1 |
| 2021 | 0.4 | 1.8 | 3.1 | 4.2 | 5.1 | 5.8 | 6.3 | 6.7 | 8.2 | 9.2 | 9.9 | 10.4 |
| 2022 | 0.3 | 2.5 | 3.9 | 5.4 | 6.3 | 7.0 | 7.8 | 8.2 | 10.0 | 11.1 | 11.7 | 12.0 |
| 2023 | 0.3 | 1.9 | 3.3 | 4.3 | 5.4 | 6.2 | 6.6 | 7.0 | 8.7 | 9.3 | 9.9 | 10.4 |
| 2024 | 0.3 | 1.8 | 2.6 | 3.4 | 4.0 | 4.6 | | | | | | |



Thank You 

