

Pebbles in your path

what to do about 'em?

We spend about one-third of our day at the workplace. Chances are work issues will trip us up again and again. And they will continue to occupy our minds after we have left for the day. When a new day begins, we could still be fixing 'old' problems. The cycle continues.

But what if we join hands to remove these 'pebbles'? Our daily experience will be smoother and more joyful. Two examples, presented at the MOH Quality Convention last December, prove this is possible.



Sweet Process (HRM, Yishun Health)

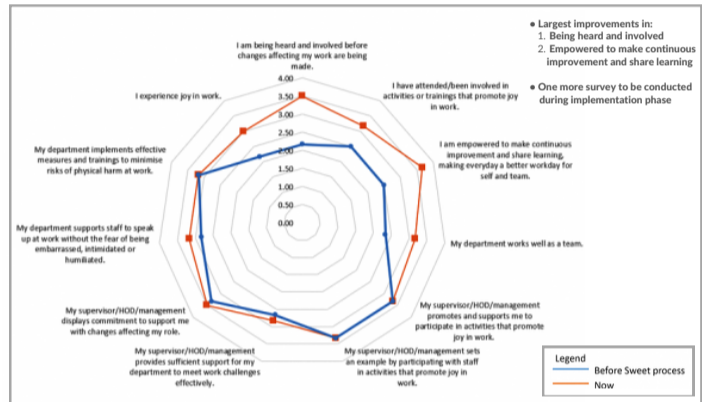
“At the very first meeting, colleagues gave us sweets, symbolising our desire to create a happier possibility for all.”

Manager, Ms Janice Lee



What they did

- Brainstormed on how to improve the process of managing contingent workers. There were different processes for different job families. There were no smooth handoff from one business activity to another.
- Reviewed business activities – only 6 of 28 yielded value, and these were the focus of improvement effort.
- Translated ideas into swim lanes; mapped out the processes for different stakeholders; documented the roles of team member which led to clarity and accountability.



What they achieved

Where there was tension previously, there is now better understanding and collaboration, smoother handoff from one business activity to another, and as the team had intended, sweet smiles on everyone's face. The JIW Pulse Survey showed higher level of employee engagement compared to prior to the initiative. Team members were more engaged, involved and empowered to recommend or initiate continuous improvements at work.

Meaningful Work (NHG Diagnostics)

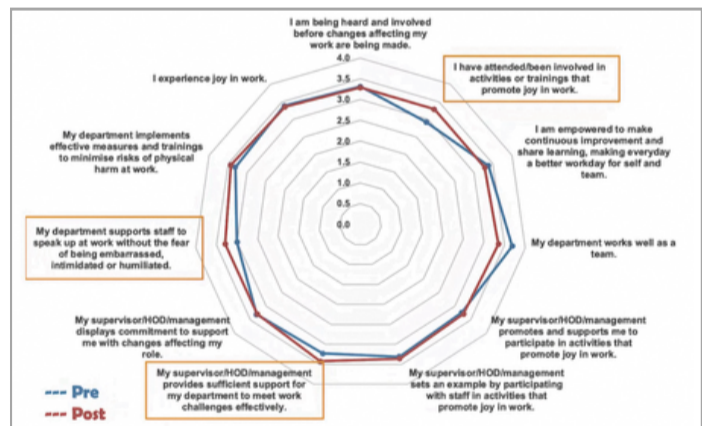
“It's nice to know we are in control over improving the situation. During Pareto process, each team member's vote is valued, each has a voice and can make a difference.”

Executive, Ms Eileen Lim



What they did

- Used JIW Toolkit to identify and articulate what was not working. Each rostered staff spent 1-2 hours per session calling patients to remind them about upcoming mammogram appointments. Fifty percent of the calls were not picked up. For the remaining, there was no indication if the patients would turn up.
- Resolved to halve the non-productive use of staff time; used QI tools such as fishbone diagram and Pareto diagram to identify and prioritise root causes.



- Implemented SMS communication that allows two-way communication with patients.

What they achieved

Unproductive call time was reduced by 60%. Patients are happier as they can request to reschedule their appointments with just a text message and hear back promptly. The JIW Pulse Survey showed staff too were happier as time was better spent doing more productive work.

Joy In Work at NHG

The quest to find joy in work is an NHG-wide endeavour. Regardless of where the initiatives are sited, each is guided by these common principles:

- Celebrate the agency of teams to solve work-related issues
- Provide leadership support for the initiatives to succeed
- Strengthen improvement capability through QI tools and the JIW Toolkit & Pulse Survey

This new year, consider embarking on a JIW journey with your teammates. Here are some resources to get you going.

- How YH and NHGD teams did it? [View the Videos](#) (intranet link)
- Let's talk about joy in work [Download the Booklet & Tools](#) (internet link)
- Contact JIW Secretariat: **Ms Abigail Tan** (Abigail_CE_TAN@nhg.com.sg)

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