

National Quality Improvement Conference

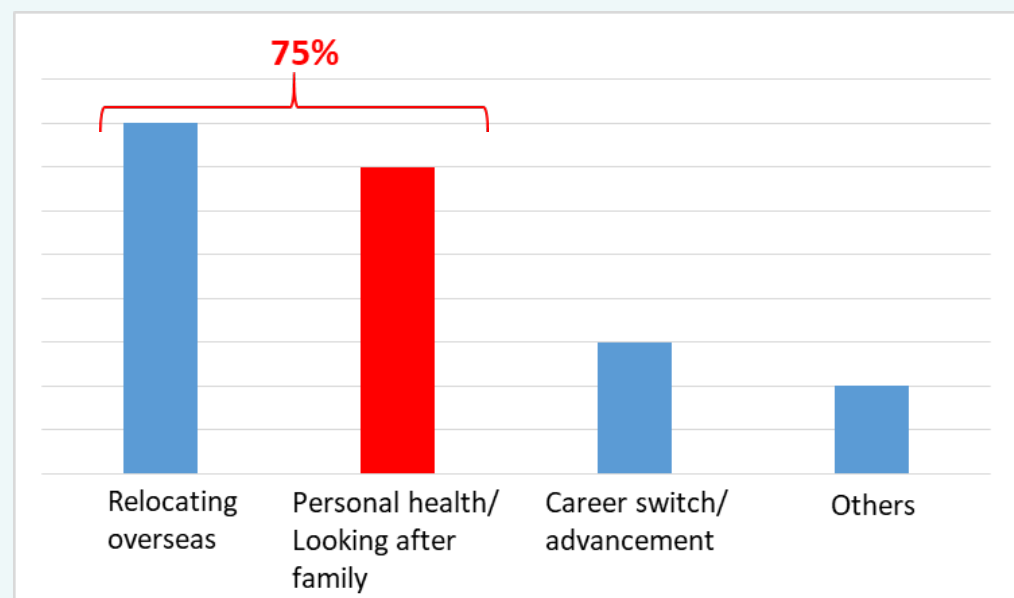
Optimising Workforce Capacity Through Better Physical & Mental Health

Mount Elizabeth Novena Hospital
 keechow.koh@mountelizabeth.com.sg



Problem Statement

Utilization of sick leave has grown by **65% over six months** from October 2022 to March 2023. This raises concerns about employee's health and well-being. The correlation between employees' health and work productivity is integral for the success of the organization. In addition, **"personal health" is the 2nd most-cited reason for leaving** by resignees during the same period.



Potential Solutions

Joy@Work@MNH (staff wellness platform)



Exercise within daily routines

Exercising is as easy as ABC

- A** Anytime. Anywhere. Upload a selfie after a 15 minute aerobic session to clock your workout! (Daily submission)
- B** Badminton. Form a team of up to 2-4 players and compete with other departments in a friendly game of badminton! (Date: 21 May 2023) Time: 9:00-10:00 Location: OCEC Arena
- C** Climb Stairs. Upload a selfie at the designated stairs (MNH Glass Lift) to clock your walk! (Daily Submission)

Each successful submission in (A) & (C) is worth 1 point (B) up to 30 points!

Scores will be tabulated by Total Points, Total Exps. FTE, Top 3 Depts with highest scores.

Tangible actions for staff mental wellness

Engaged transport vendor to provide daily shuttle bus service for staff residing in JB. Alleviated the stress of daily commute since June 2023



Project Aim

Average days of sick leave per FTE:

- Oct 2022: 0.52
- Mar 2023: **0.86**

Aim: by Sep 2023: **<0.5** (over a 6-month period)

To develop champions of health across the hospital, we aim for a staff response of at least 20% of FTE in 80% of departments for every project initiative

Lessons Learnt

Importance of personal commitment to the cause

The hospital started some wellness initiatives for our staff which received meaningful participation initially. However, we realized that a bottoms-up approach in which our staff is committed to looking after their own wellness is just as important.

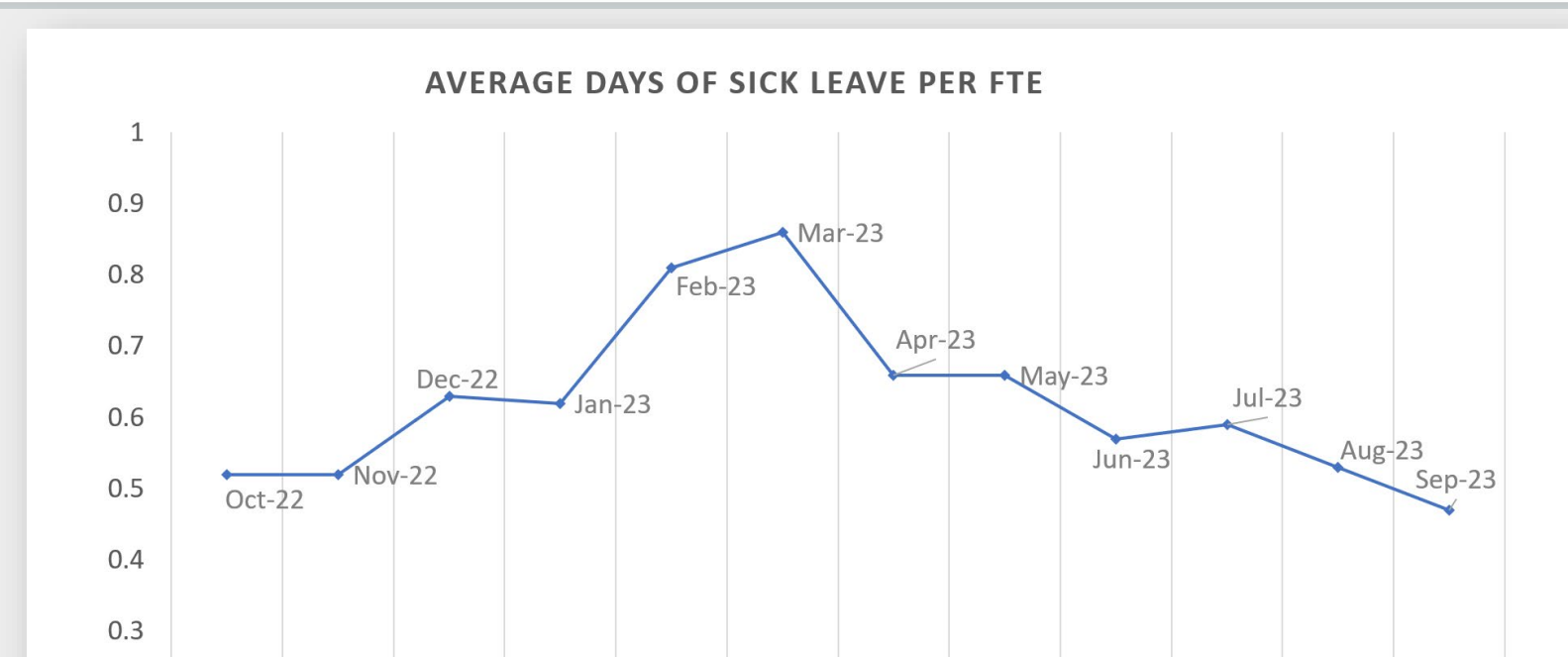
Example: stair-climbing as part of daily routine.

Making daily improvements

We also realized that little things do add up, especially when it comes to our health, and thus, our activity calendar was designed to allow staff to take small but consistent steps towards better health.

Stakeholder buy-in and continuous adjustments are important ingredients for any successful QI project.

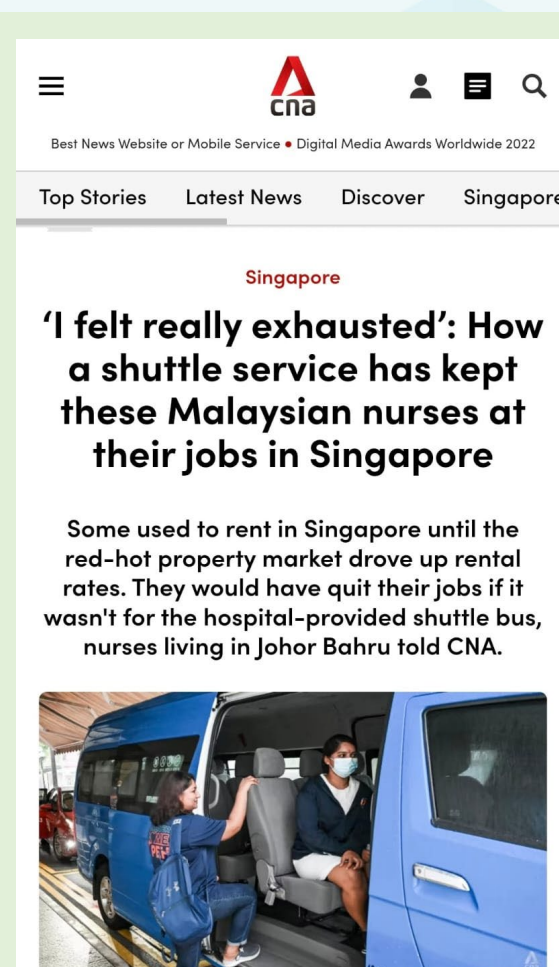
Outcomes & Impacts



Decrease in sick leave utilization since Mar 2023. Achieved target of **<0.5 days of sick leave per FTE (Actual Sep: 0.47)**



Silver Ribbon Mental Health Award 2023 for MENH



"Before this service, I had very limited time at home"

"Now, I have extra hour to rest or look after my children at home"