

## PLAQUE OF COMMENDATION (GOLD)

### Tan Tock Seng Hospital

*Nominated by the National Trades Union Congress, supported by the Healthcare Services Employees' Union*

As part of a tripartite effort, the Healthcare Services Employees' Union (HSEU), the Ministry of Health (MOH), and the public healthcare clusters conduct regular reviews to ensure the wage, work prospects and welfare of healthcare professionals across all levels are well taken care of.

Tan Tock Seng Hospital (TTSH) has embarked on a 10-year transformation journey to improve patient care and experience. This includes studying the future paradigm of healthcare, redesigning care processes, introducing and enhancing automation, and redesigning the roles of nurses and Patient Service Associates (PSAs) to perform higher value-added functions.

TTSH was the first hospital to implement the PSA Framework. The framework incorporates Value Added Service to upskill PSAs for higher-level skillsets, including basic clinical tasks traditionally undertaken by nurses, phlebotomists and pharmacy technicians. The "PSA for PSA" framework has been well received by PSAs, with greater job satisfaction and empowerment. Over the years, nurses have been upskilled competently to perform tasks on doctors' behalf, allowing them to practice at the top of their licenses.

The transformation journey was further catalysed with the MOH Job Skilling and Training workgroup formation in May 2022. TTSH is leading on outpatient aspects with representatives from the other clusters. TTSH, together with the rest of the clusters, have been working closely with MOH and HSEU to formulate sector-wide strategies in areas such as job redesign, harmonisation of skillsets and competencies, universal accreditation of training, review of remuneration and review of job titles to ensure better career progression and advancement with job satisfaction.

TTSH management partners with HSEU to improve welfare and incorporate the workers' feedback. The partnership was even more critical when staff burnout and fatigue were exacerbated due to the COVID-19 pandemic.

Staff provided regular feedback to the union to channel to TTSH management to improve aspects of staff's care and welfare. TTSH's zero tolerance for abuse and harassment of its staff has helped to protect their well-being and improve their morale.

Post-COVID-19, the management, together with HSEU, organised a range of events for employees and their family members. The HR team regularly invites the union for union-management meetings for branch leaders to share feedback from the ground. TTSH also holds joint union-management staff engagement sessions to address employees' concerns.