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MAY DAY AWARDS 2025

PARTNER OF LABOUR MOVEMENT

Hoi Shu Yin

Chief Nurse
Tan Tock Seng Hospital

Nominated by the Healthcare Services Employees' Union

Dr Hoi Shu Yin has led transformative initiatives in nursing at Tan Tock Seng Hospital (TTSH), championing well-being, career development and a positive work environment for healthcare professionals.

She introduced flexible work arrangements, improving nurses' work-life balance and increasing job satisfaction. This initiative not only meets diverse personal needs but enhances productivity through optimised shift design and AI-supported rostering.

Sister Shu Yin's efforts in job redesign and workplace flexibility reflect her commitment to advancing healthcare careers and preserving livelihoods, creating a supportive environment for the long-term retention of skilled nurses.

She has been courageous in the adoption of technology to redesign care, and she has supported many smart work processes that have transformed the nursing care processes. These have bolstered productivity, operational efficiency, and enhanced patient safety.

Sister Shu Yin's steered several initiatives promoting self-care for nurses on an individual level and workforce resilience at a system level.

She started the concept of a staff care bundle which involves "exnovation" or the reduction of waste, workforce camaraderie and optimised shift schedules. This has helped nurses identify and reduce unproductive and unnecessary work, while strengthening patient care.

Additionally, Sister Shu Yin's also initiated flexible scheduling that enable nurses to choose their preferred shifts through a smart scheduling solution, moving away from the conventional rostering system. This gave autonomy over work schedules, helping workers achieve better work life harmony and personal well-being.

She established a shared governance culture that is engaging, encouraging, embracing and empowering – moving away from the traditional hierarchical decision-making model to a new partnership model.

With nurses empowered, their contribution of diverse and creative ideas has increased, making every nurse feel that he or she is part of the success of the organisation. This has also translated to better patient outcomes.

Given the emotional demands of the nursing profession, she believes that it is important to implement programmes focused on building resilience, managing stress and preventing burnout. Therefore, a specially curated mindfulness programme in collaboration with Brahm Centre was initiated in July 2024. Nurses and nursing supervisor champions were taught mindfulness techniques to better cope with their day-to-day stresses.

Sister Shu Yin's played a pivotal role in the job redesign and career progression pathways for Patient Service Associates (PSAs). Her efforts reduced the attrition rate of PSAs from 34 per cent to around 13 per cent. PSAs are now empowered to perform value-added tasks like PSA-led discharge and decannulation.