



KK Women's and
Children's Hospital
SingHealth



Releasing Time for Speech & Language Therapy Care through Job planning in

Goh Siew Li

Singapore Allied Health Conference

Head, Speech Language Therapy Service

9 March 2021



Singapore
General Hospital



Changi
General Hospital



Sengkang
General Hospital



KK Women's and
Children's Hospital



National Cancer
Centre Singapore



National Dental
Centre Singapore



National Heart
Centre Singapore



National
Neuroscience Institute



Singapore National
Eye Centre



SingHealth
Community Hospitals



Polyclinics
SingHealth



Speech Language Therapy Services

Communication

Language

Speech

Fluency

Voice

Feeding

Fussy Feeding

Dysphagia
management

Oromotor
Development



KK Women's and
Children's Hospital
SingHealth

Background:

- Patient contact time: 26% to 32% (2012 and 2016)

Aim: We sought to increase the patient contact time through job planning

Assessment and Strategy for Change

Job Planning

Staff
Engagement

Assessment and Strategy for Change

Job
Planning

Review of referrals

Setting priority caseloads setting

Review of non-patient contact work/roles

Planning for other caseloads

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	Jan 1 Tue	2 Wed	3 Thu	4 Fri	5 Sat	6 Sun	Jan 7 Mon	8 Tue	9 Wed	10 Thu	11 Fri
Staff A		Spot-A	InptNEURO-A	SLODis			Spot-A	Inser	Meet-A	RCC-A	InTeamMtg
		Spot	GEJ	Lang-A				10a-12p Group-A	Inpt		InptNEURO-A
				Lang-P			InptNEURO-P	Lang-P			NEURO-P
			O-A	SLODis			NICUR-A	Inser			mMtg
Staff B: Senior Staff				Lang-A			SCN-A	Lang-A			Lang-A
				Lang-P			SCN-P	SCN-P	Lang		Stee-P
Head of Service			0a-11a Reha...	SLODis			ON-AM	Inser	CEMeet-A	8a-11a AHA...	InTeamMtg
	PH	9a-11a Meeting-A	GEJ	New-A	Stutt			AD-A		AD-P	New-A
			AD-P					AD-P		445p-530p Mee...	Stutt-P
		430p-530p Mee...	445p-530p Mee...	Stutt-P						2p-5p TL	
Staff C: Clinical Educator		SnrMeet	TrainINPT-A								
	PH	InptNEURO-A	GEJ	CHC-A				PremFD-A		TrainINPT-A	MC
		NeuroR-A	InptNEURO-P					InptNEURO-P		TrainVoice-P	
		Fd-P	CHCMTg								
Staff D: Senior Staff		0a-0a Meeting-P	Spot-A						0a-0a Meeting-P	AD-A	Lang-A
	PH	SnrMeet	GEJ	9a-11a A				MC	CEMeet-A		
				11a-11a Lang-A							
		New-A	Stutt-P	Lang-P			Spot-P		New-A	Stutt-P	Lang-P

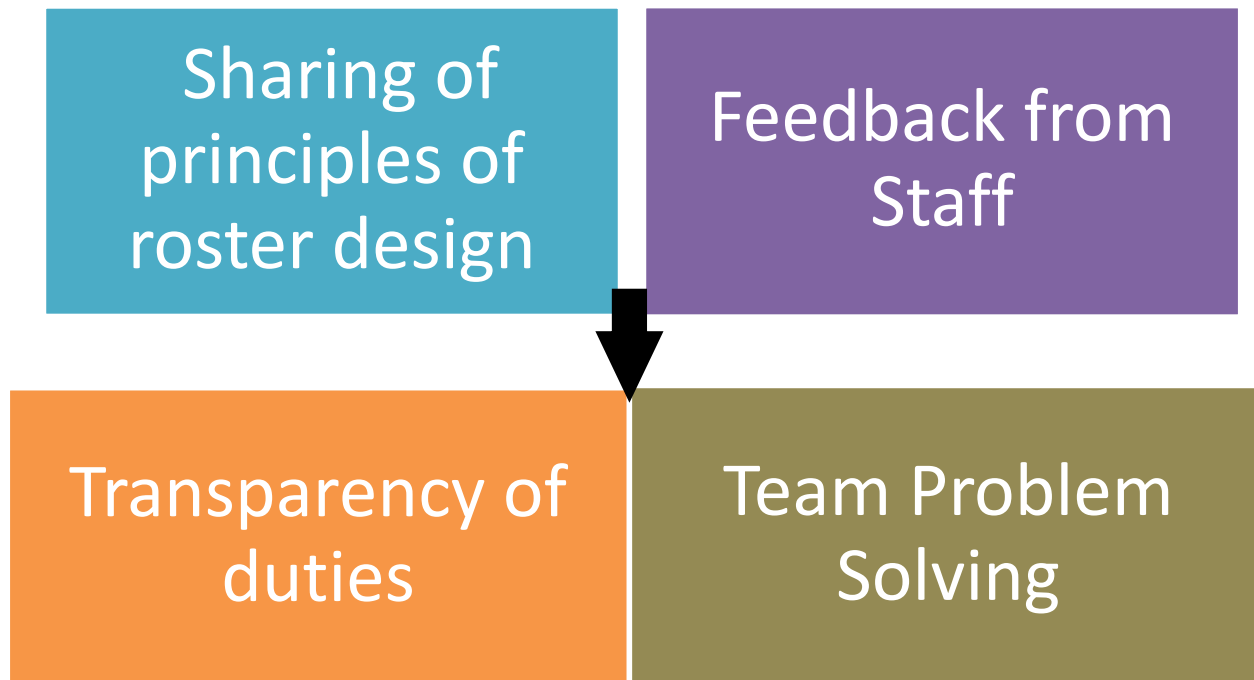
More
transparent
distribution
of duties

More
efficient
rostering

Monitor optimal time
for non clinical work and
high priority caseload

Assessment and Strategy for Change

Staff
Engagement



Effects of Changes

- A reduction of 8.14% of CHtC was achieved in 2019.
- An estimate of 2160 more clinical hours were released for patients in 2019 compared to 2016.

Monthly Clinical Hours to Contact (CHtC)

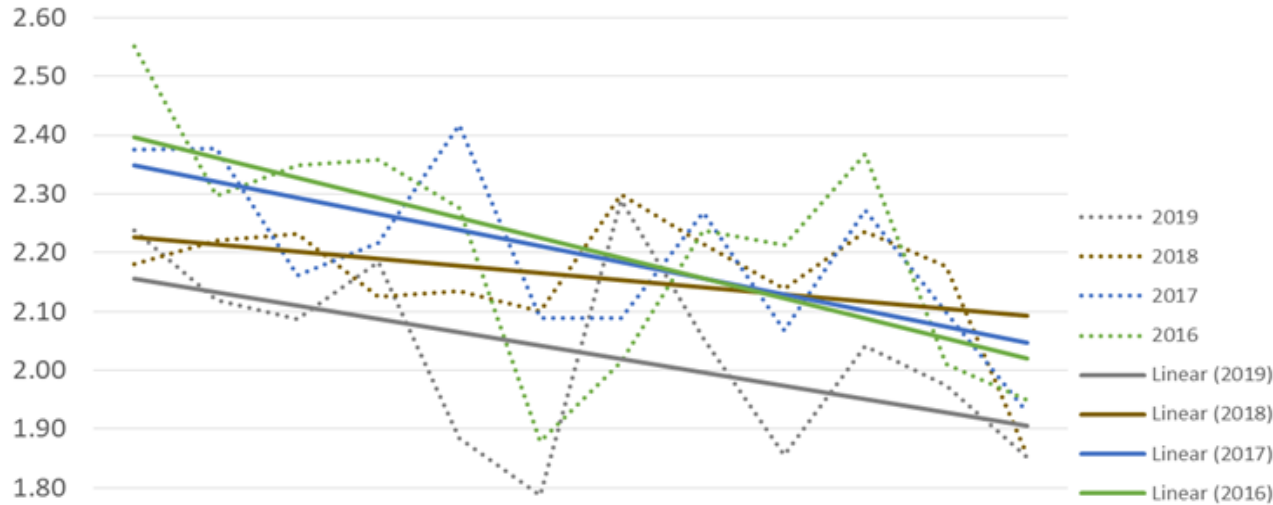


Figure 1: Graph of Clinical Hours to Contact over the Months of 2016-2019

Jan			Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri	Sat	Sun	Mon	Tue	Wed	Thu	Fri
Therapists		Date	1	2	3	4	5	6	7	8	9	10	11	12	13	14	15
A	Inpatient	New Att. (I)				0	0	0	0	0			0	0	0	0	0
		Repeat Att. (I)				0	0	0	0	0			0	0	0	0	0
	Outpatient	New Att. (O)				0	0	0	0	0			0	0	0	0	0
		Repeat Att. (O)				0	3	0	1	2			0	3	0	0	3
		Walk-ins				0	0	0	0	0			0	0	0	0	0
		No. of Grp/Classes				0	0	0	0	0			0	0	0	0	0
		Grp/Classes Att.				0	0	0	0	0			0	0	0	0	0
		Days				1	1	1	1	1			1	1	1	1	1
B	Inpatient	New Att. (I)				0	0	0	0	0			0	0	0	0	0
		Repeat Att. (I)				0	0	0	0	0			0	0	0	0	0
	Outpatient	New Att. (O)				3	0	1	0	0			3	0	3	0	0
		Repeat Att. (O)				4	2	3	5	4			2	1	2	6	3
		Walk-ins				0	0	0	0	0			0	0	0	0	0
		No. of Grp/Classes				0	0	0	0	0			0	0	0	0	0
		Grp/Classes Att.				0	0	0	0	0			0	0	0	0	0
		Days				1	1	1	1	1			1	1	1	1	1
SLT Total	Inpatient	New Att. (I)	0	0	0	0	7	3	1	4	0	0	4	6	5	4	3
		Repeat Att. (I)	0	0	0	17	9	12	14	15	0	0	21	10	8	12	14
	Outpatient	New Att. (O)	0	0	0	4	2	6	8	1	0	0	6	0	6	6	5
		Repeat Att. (O)	0	0	0	21	18	20	30	18	0	0	11	18	28	19	22
		Walk-ins	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		No. of Grp/Classes	0	0	0	0	0	0	0	0	0	0	0	0	0	0	0
		Grp/Classes Att.	0	0	0	0	0	0	0	0	0	0	0	1	0	0	0
		Days	0	0	0	15	16.5	17	17	18	0	0	13	16.5	16	16.5	16

Time-motion study

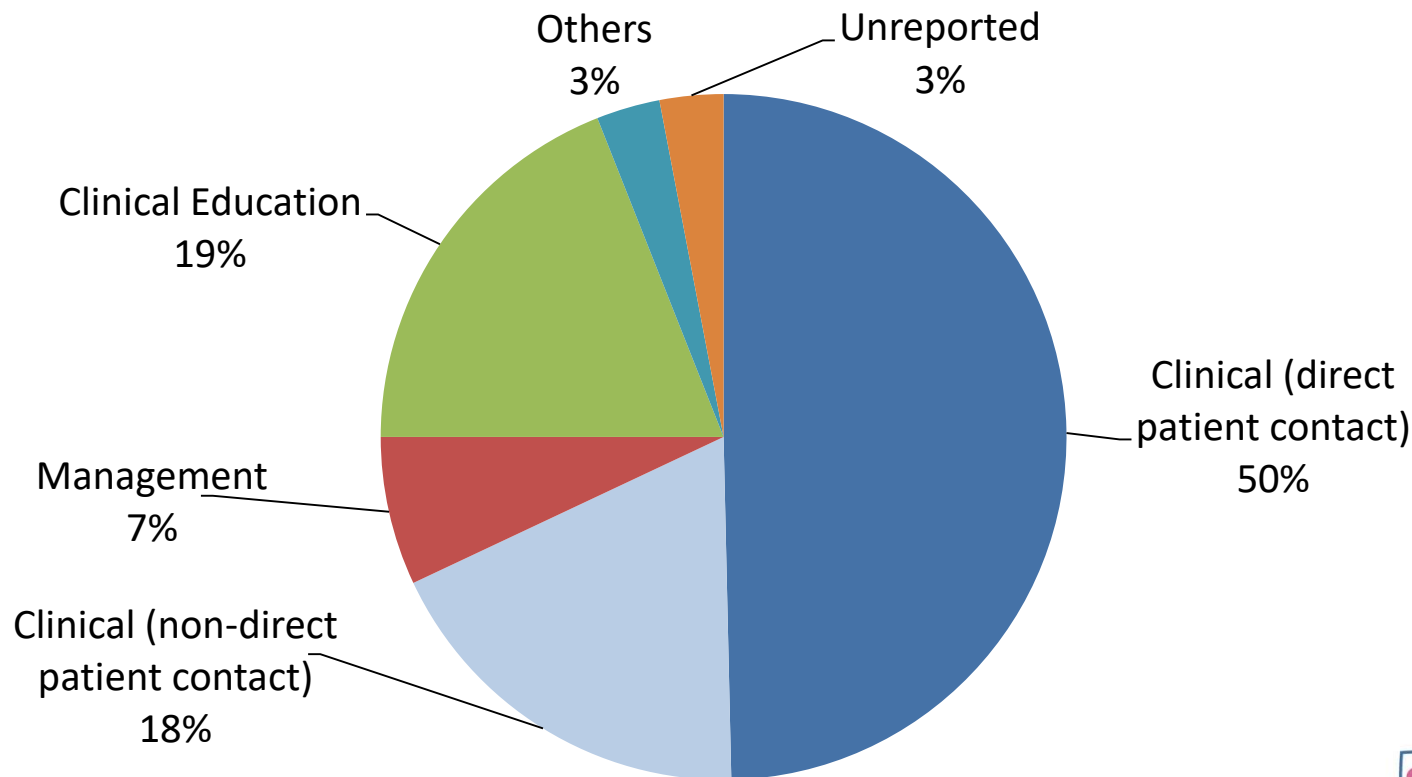


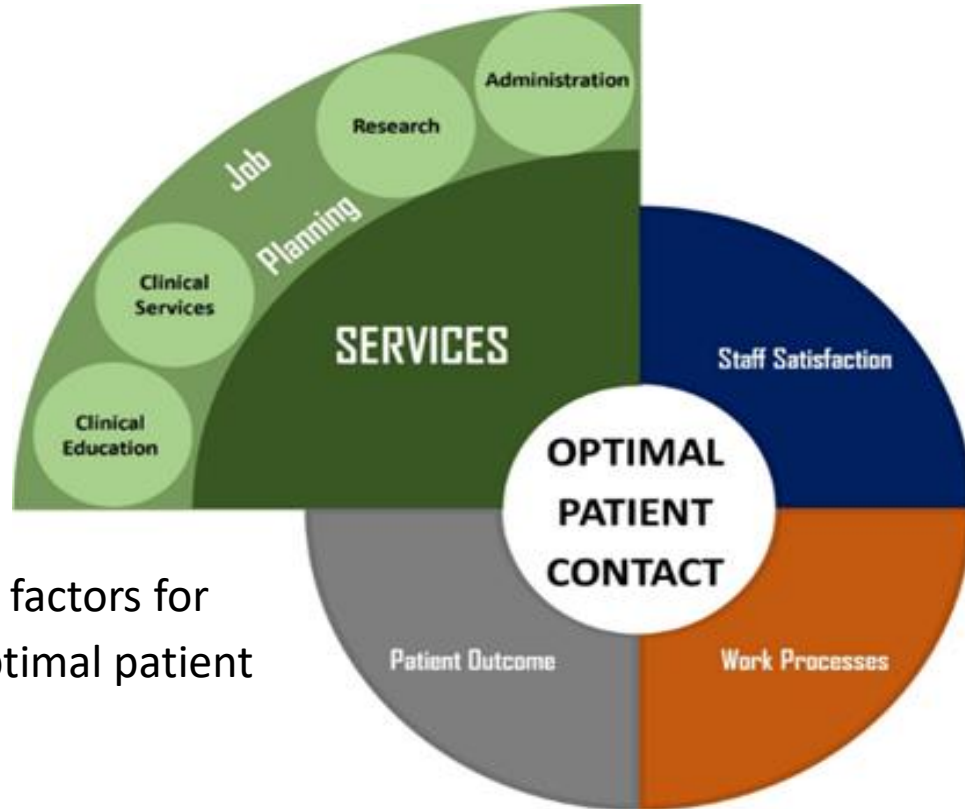
Figure 2: Pie chart of the time distribution during time study

Lessons Learnt

Essential work tasks includes:

- Clinical activities involved:
 - direct patient contact time
 - attending rounds
 - multidisciplinary discussions
 - case conferences
 - customization of materials.
- Administrative (e.g. organizational management and clinical service management,)
- Clinical education (training of junior staff and continuous professional activities)
- Research.

Lessons Learnt



Four important factors for determining optimal patient contact time.

Thank you !