

Singapore Perspectives on the Implementation of Global Patient Safety Action Plan - Enhancing Organizational Learning & Culture for Patient Safety

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Restricted, Sensitive (Normal)

As at 21 Feb 2022

PATIENTS. AT THE HEART OF ALL WE DO.®



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

Singapore Public Healthcare Delivery Network

3 Public Healthcare Clusters & Private Sector

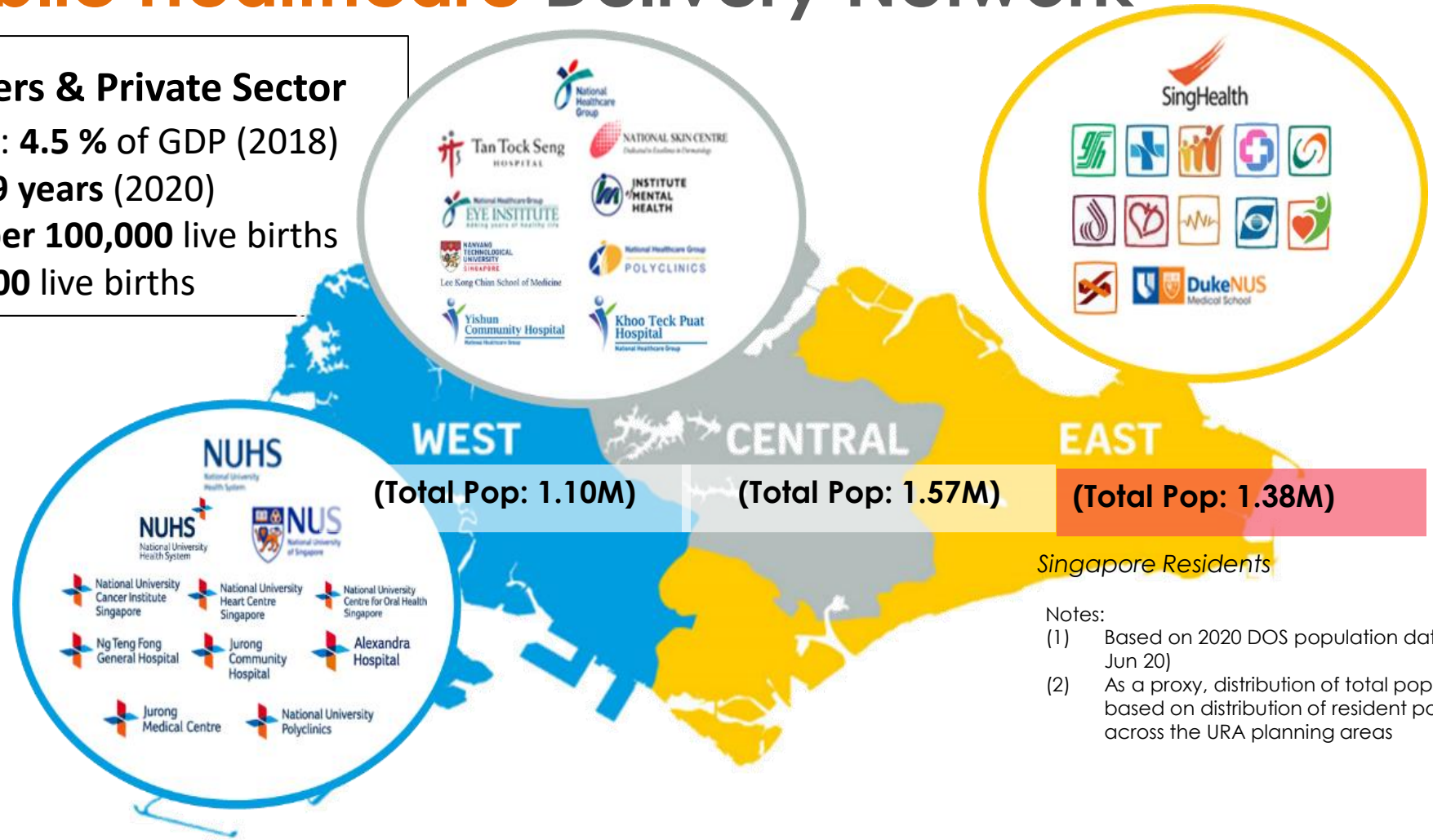
National Health Expenditure: **4.5 %** of GDP (2018)

Life expectancy at birth: **83.9 years** (2020)

Maternal mortality ratio: **8 per 100,000** live births

Infant Mortality: **1.8 per 1,000** live births

The public healthcare system provides subsidies for services & drugs at our public hospitals, specialist outpatients clinics and polyclinics and ensure patients have access to more affordable care



Singapore Residents

Notes:

- (1) Based on 2020 DOS population data (as at Jun 20)
- (2) As a proxy, distribution of total population is based on distribution of resident population across the URA planning areas

We deliver care across the **full care continuum**

Community / Primary

Acute / Secondary

Tertiary / Quaternary

Intermediate / Long Term

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Defining Tomorrow's Medicine

Global Patient Safety Action Plan (GPSAP): Framework for Action

Health Care Facilities are Partners Advocate and translate the strategic direction and recommendations from the Global Patient Safety Action Plan Towards Eliminating Avoidable Harm in Health Care

GPSAP - A boost for patient safety culture and a reference for our Singapore Healthcare Clusters to do better, finetune and share good practices. It helps us to promote organizational learning.



1. Policies to eliminate avoidable harm in health care

Make zero avoidable harm to patients a state of mind and a rule of engagement

- **Private Hospitals & Medical Clinical Act (PHMC):** *set out requirements for Quality Assurance committees (QACs) to review Serious Reportable events (SREs) that occur in healthcare institutions, to take corrective actions and to report the events to MOH*
Legal protection for members and findings
- **National SRE System**

MOH provides opportunity for cross sharing of learnings across healthcare institutions
MOH weekly send emails of learnings from SRE

Healthcare Services ACT 2020

HCSA better safeguards patient safety and well-being in the changing healthcare environment, while enabling the development of new and innovative healthcare services. It also strengthens governance and regulatory clarity for better provision and continuity of care to patients.



- **At SingHealth, the Patient Safety Engagement Report (PASER) to CEO/CMBs**
strengthen commitment & accountability for patient safety & identify opportunities for cluster-wide sharing & learning.
5 Categories, 13 Indicators shared at Senior Leadership platforms

5 Categories | 13 Indicators



- **Trends of SREs and Near Misses** *are monitored at institutions and at cluster level*
- **SingHealth RCA Assessment Tool**
maintains robustness of the RCA process in terms of identification of causal factors, follow up on findings & recommendations, drive quality & improvement in patient safety

Credibility & Thoroughness of RCA

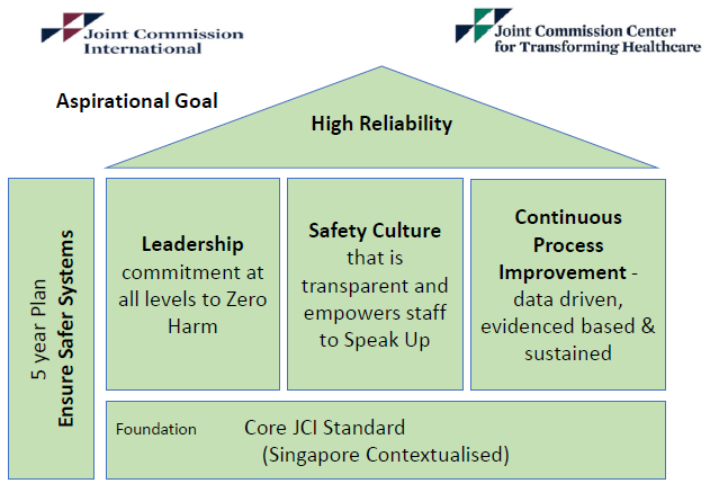
Overall RCA Rating	Rating Level
95% - 100%	Excellent
90% - 94%	Good
75% - 89%	Acceptable
< 75%	Not Acceptable

Overall Strength of Action Plan

RCA Action Plan Implementation Status

2.High Reliability systems that protect patients daily from harm

Started the Ensure Safer System Framework :
beyond JCI's accreditation framework to advance
Singapore Healthcare towards high reliability



Indicators of Success

- Outcome Measures**
- Reduction in rate of Hospital Acquired Complications within 5 years
 - Baseline study & targets to be determined with ESS Steering Comm.
- Process Indicators**
- Within 5 years, high reliability maturity shifts from "Beginning / Developing" to "Advancing / Approaching"



At SingHealth, established Cross Institution Surveys, Audits & Assessment for Safer Systems

- improve governance & efficiency of Cross Institution Audits & Assessments
- lead new Cluster audits & development of assessment tools

Supported by 259 Auditors

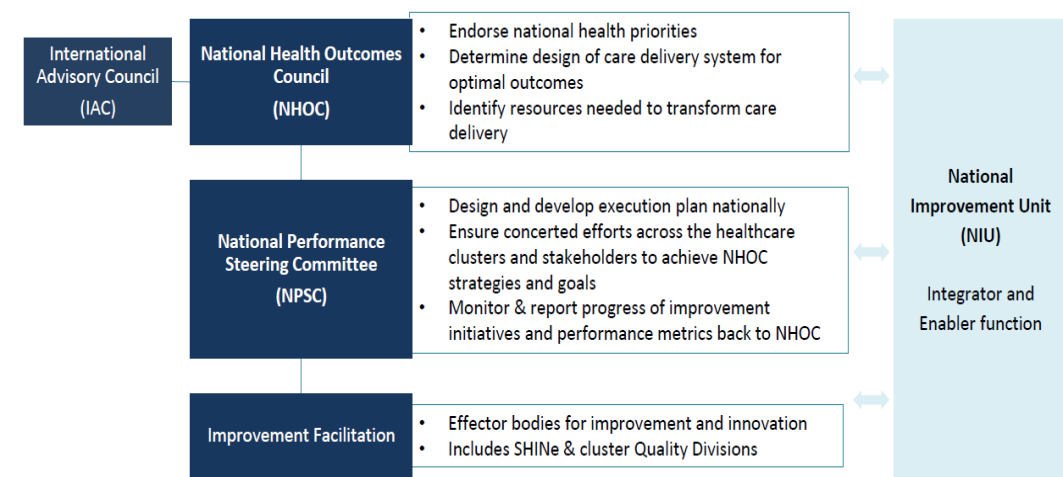


Cross Institution Infection Control Audits			
A concerted effort in assessing hygiene towards a safer healthcare system			
Abbreviation	Type of audit	Started	Frequency
CIHH	Cross Institution Hand Hygiene	2015	Quarterly
CIEH	Cross Institution Environmental Hygiene	2015	Quarterly (If 1st 3 quarters achieve compliance index of ≥90, there will be no audit in the 4 th quarter)
CIKH	Cross Institution Kitchen Hygiene	2018	Once a year
CIER	Cross Institution Endoscopy Reprocessing	October 2020	Half-yearly
CISP	CISU – Cross Institution Sterile Processing	October 2020	Half-yearly

- Patient Safety Audits:
- Campus Safe Distancing Audit
 - Enhanced Campus Safe Distancing Audit
 - Department Safe Management Survey
 - Independent Focused Audits
 - Joint Reviews
 - Development of Assessment Tools and Guidelines

3. Assure Safety of clinical processes

A new national governance structure for safety & quality established to achieve system-level improvement



- Embark on Diabetes Management Large Scale Initiative:** set up SingHealth Project Team to achieve 10% reduction in DM admissions from Jan 2022 to June 2023, & beyond
- SingHealth Ground Up, Reach Up to Scale Projects:** promotes cross institution representation with institution experts to review and improve patient safety. Example, CAUTI Improvement Upscaling

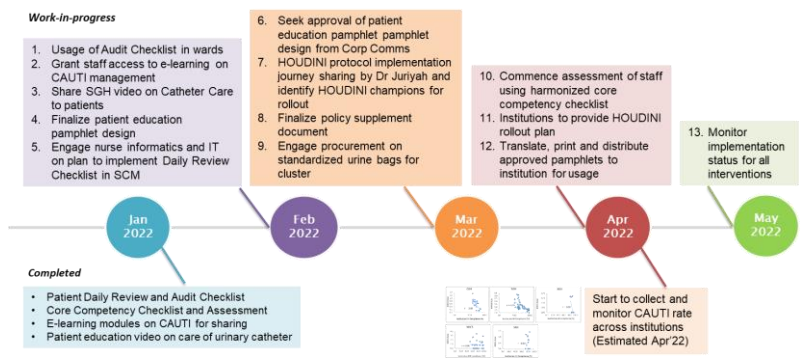
Harmonize and share materials to improve CAUTI in 4 areas: (1) Patient Care, (2) Training & Competency, (3) Patient Education & (4) Policy Supplement

Subgroup Names	Focus Area	Sub-group Leads	Sub-group Members	IPSG Facilitators	Subgroup size	Status
Patient Care Checklist	Patient care related checklists (e.g. HOUDINI etc)	Ranjit Kaur Jarnal Singh (SKH) Kalyarasi Sundaram (KKH) Jin Pinhong (SGH)	Dr Preeti Joseph (KKH) Lim MeiHong (EGH) Juriyah Bte Yatin (SGH)	Teo Shao Chu (Main) William Yap	8	Formed
Training & Competency	Training material (e.g. e-learning, video) and competency assessment	Lu Wenlian (SGH) Jin Pinhong (SGH)	Wong Yern Tym (SGH) Michelle Lim Su Yee (EGH) Juriyah Bte Yatin (SGH)	William (Main) Teo Shao Chu	7	Formed
Patient Education	Patient education materials (e.g. posters, reminders, brochures etc)	Sharon Wong (SKH) Cui Haihua (EGH)	Ma Victoria Dela Cruz Gonzales (SKH) Chen Yuan (EGH) Ong Hui Xin (EGH)	Keith Heng (Main) Lim Yong Kang	7	Formed
Policy Supplement	Addendums to be included for institutions' policy on CAUTI	Sharon Wong (SKH) Zhang Jing (NHCS)	Koh Khoo Xuan (SKH) Rosinda Bte Mohd Idris (NHCS)	Tang Xin Yan (Main) William Yap	6	Formed

Supported by:
• A/Prof Lim Siew Hui (SGH), Lead
• NC Cui Haihua (EGH)
• ANC Kalyarasi (KKH)
• SSC Lu Wenlian (SGH)
• SSC Jin Pinhong (SGH)
• SSC Sharon Wong (SGH)
• SSC Zhang Jing (NHCS)
• SSC Zhang Jing (NHCS)

CAUTI Policy Review Team Lead by:
• A/Prof Lim Siew Hui (SGH), Lead
• ANC Kalyarasi (KKH)
• SSC Lu Wenlian (SGH)
• SSC Jin Pinhong (SGH)
• SSC Sharon Wong (SGH)
• SSC Zhang Jing (NHCS)
• Policy circulated and approved by CEO/CMR on 15 April 2023
• Uploading to Infolink in progress

Facilitated by:
Institute of Patient Safety & Quality (IPSG)



4. Patient & Family Engagement

Engage and empower patients and families to help and support the journey to safer health care



MISSION

To advocate partnership-in-care between healthcare professionals and patients to enhance experience.

VISION

Empowered patients. At the heart of quality healthcare.

CORE VALUES

Compassion. Integrity. Collaboration.

STRATEGIC THRUSTS

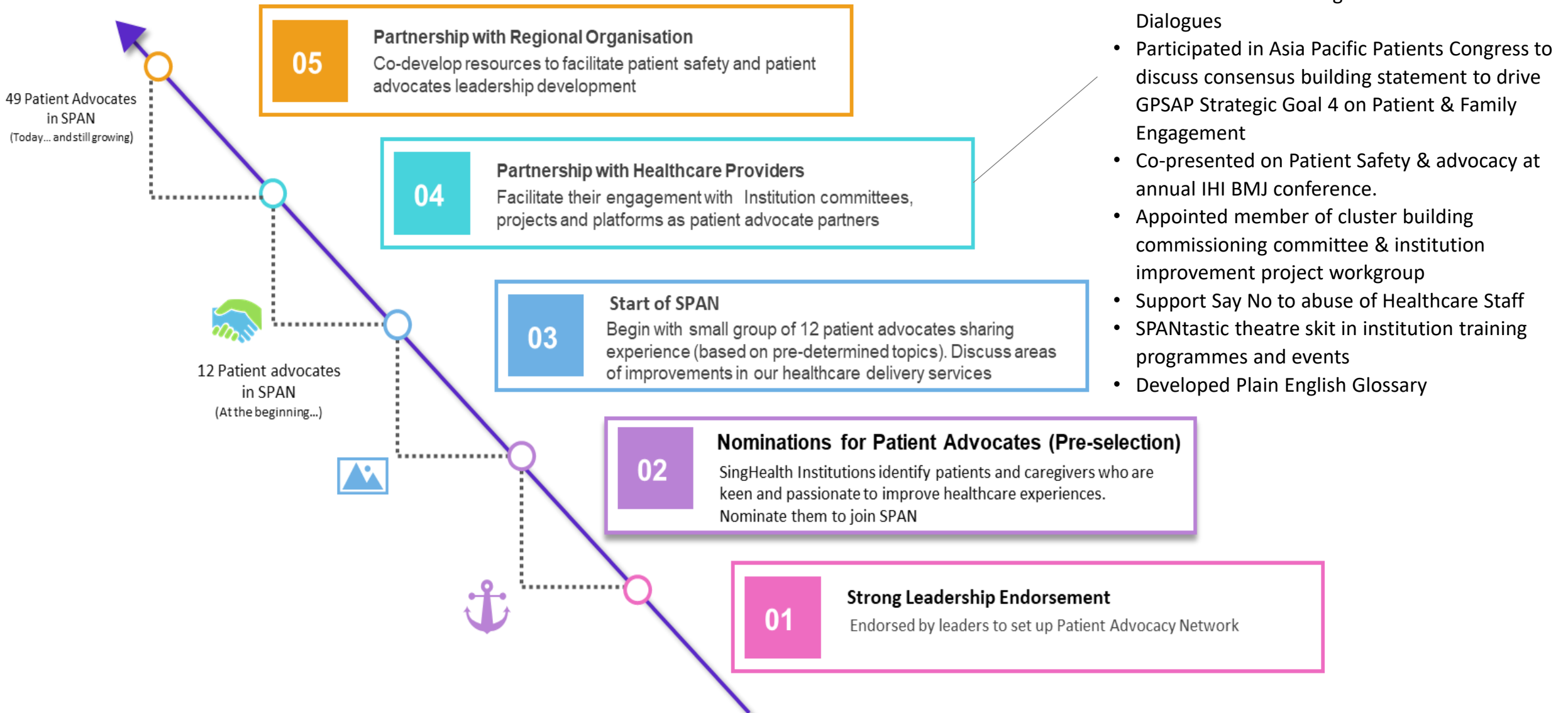
Empowered patients. Engaged professionals. Enhanced care.

Launch of SingHealth Patient Advocacy Network (SPAN)

Initiated in Mar 2017. Launched in Feb 2019

Recognizing patients as integral members of the healthcare team

4. Patient & Family Engagement Journey



5. Healthcare workers education, skills & safety

Inspire, educate, skill and protect health workers to contribute to the design and delivery of safe care systems



1
Develop Competency in Patient Safety & Quality



Expand Competency-based PSQ Programmes to Supplement PSQ Training
Develop content for 6 new programmes: AgileQI*, QI to the Rescue Game*, TeamTHRIVE, TeamCHOICE*, TeamCARE*, TeamSPACE*
*content development phase in FY21



Upskill & Develop Staff Career Development Pathway
Seek CDP Taskforce approval in September 2021 to roll-out the Career Development Pathway for Patient Safety & QI Domains



Build AM-EPIC Framework as a Regional PSQ Learning Hub
Develop Global Action for Leaders & Learning Organizations on Patient Safety (GALLOPS). Endorsed by WHO Patient Safety Flagship for Global Rollout



Learn @ Webinars & Annual PSQ Events* to celebrate sharing and learnings. Promote PSQ community vibrancy.
*Quality & Innovation Day, Patient Safety Week, CIIC Auditors Appreciation, etc.

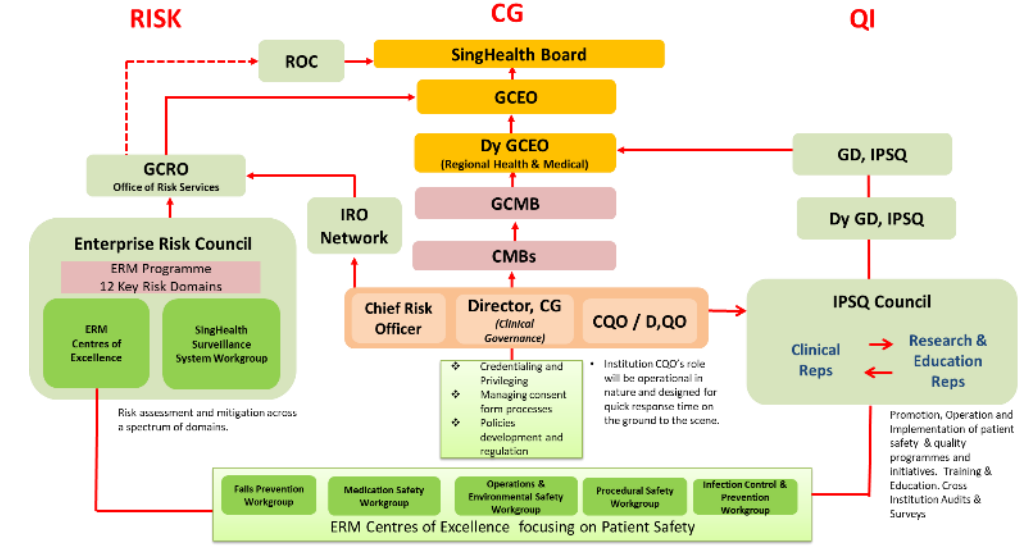
Promote the QI Approach to Joy at Work

- derive insights on the level of burnout
- study & share data with JAW Taskforce, Institutions and Domains
- spread, scale and sustain best practices, where appropriate
- partner institutions & domains to form Joy at Work collaborative for improvement, culture transformation & sustainability

Top Factors	Programmes			
Choice & Autonomy	<div>TeamCHOICE Making Safe Choices Essentially, this is a programme on Just Culture To be piloted in Q4 FY21 Level 1: eLearning for all staff & Level 2: Workshop for supervisors</div> <div>TeamSPACE Programme in equipping team leaders to nurture and enhance workspace by designing & implementing good work policies, understand joy at work, etc. Content Development Phase.</div>			
Physical & Psychological Safety	<div>TeamSPEAK Programme in promoting Speaking Up for Patient Safety in Healthcare</div> <div>SingHealth (TeamSPEAK status) 48.4% (FY19) → 57.8% (FY20) • NDOS will be launching TeamSPEAK in Jan'21.</div>			
Wellness & Resilience	<div>iTHRIVE Programme in self care and mindfulness Launched: Oct'19 Staff Trained: 1,408</div> <div>ARTpreciate Programme in promoting mindfulness through curated art pieces Launched: Jun'20 Staff Trained: 142</div>			
Camaraderie & Teamwork	<div>TeamSTEPPS Programme in Team Strategies & Tools in Enhancing Performance & Patient Safety Launched: Jan'18 Staff Trained: 156</div> <div>TeamTHRIVE Programme in promoting Team Resilience & Joy at Work with Positive Psychological Tools 1st Pilot Feb'21, 2nd Pilot Apr'21. Official launch Jul'21</div> <div>TeamPEER Peer Support Team Leadership Programme *Faculty appointed by PSQ. Programme by S2C2 Launched: Sep'20 Staff Trained: 60</div> <div>MutualCARE e-learning on Mutual Care Tools *Programme by S2C2. Faculty Appointed by PSQ Launched: Apr'21 Staff Trained: 1295</div>			
Participation & Communication	<div>TeamCARE Programme in helping individuals build empathetic relationships Workgroup formed in Mar'21 Pilot by Q4FY21 Basic level programme Target: all staff including supervisor</div>			

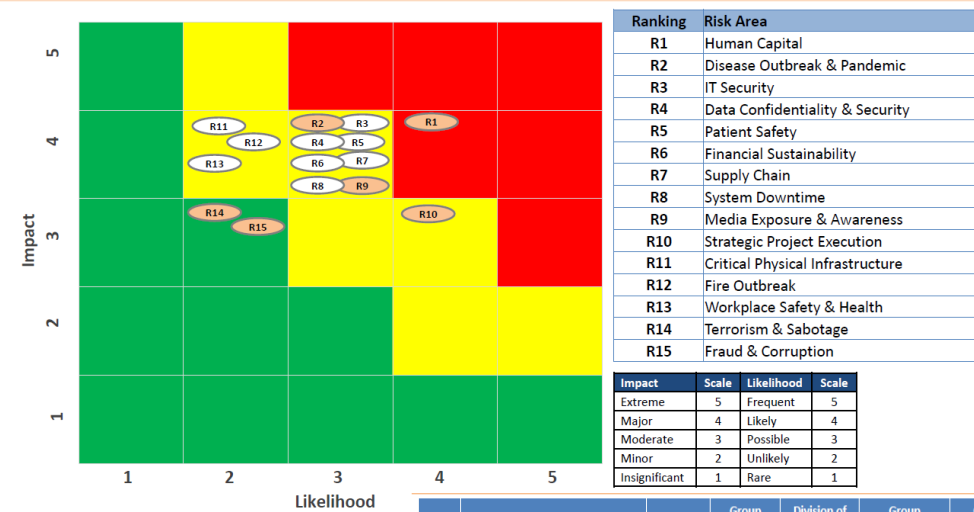
6. Information, research & risk management

Ensure a constant flow of information and knowledge to drive the mitigation of risk, a reduction in levels of avoidable harm, and improvements in the safety of care



Governance, Centres of Excellence, Reporting & Tools driven by Cluster Office of Risk Services for information cross sharing, collaborations and research

Heat Map for Cluster Risk Survey 2021 – Based on ERC's review in Dec 2021



SingHealth ERM Centres of Excellence (CoE)



Domain-led cluster-wide ERM Review

#	Risk Area (as at 17 Jun 2021)	Average Risk Score	Group Finance	Division of Digital Strategy	Group Communications	Group Operations	Group Procurement	Strategic HR	IPSQ	Group Medical
			GCFD	GCDSD	GCCO	GCOO	GCOO	GCHRO	Grp Dir, IPSQ	DGCEO (Med & Clinical Services)
1	Disease Outbreak & Pandemic	15.76								
2	IT Security	14.82								
3	Data Confidentiality & Security	11.82								
4	Patient Safety	11.41								
5	Human Capital	11.35								
6	Financial Sustainability	10.18								
7	Supply Chain	10.12								
8	System Downtime	9.82								
9	Critical Physical Infrastructure	8.59								
10	Fire Outbreak	8.53								
11	Strategic Project Execution	8.41	<----- Respective divisions to conduct ERM Review ----->							
12	Media Exposure & Awareness	8.24								
13	Terrorism & Sabotage	7.88								
14	Workplace Safety & Health	7.82								

7. Synergy, partnership and solidarity

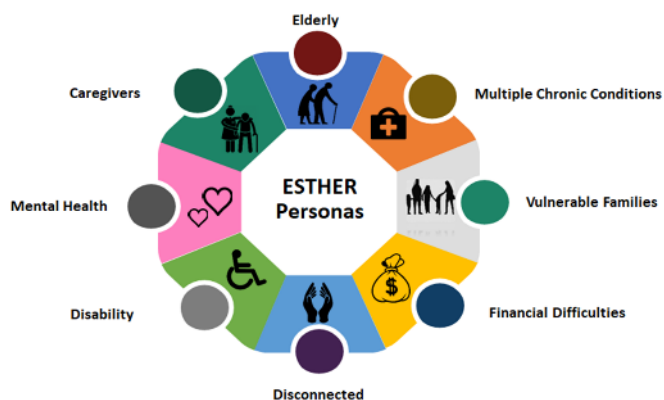
Develop and sustain multi-sectoral and multinational synergy, partnership and solidarity to improve patient safety and quality of care

SingHealth ESTHER Network, aims to promote the philosophy of person-centred care and to train a pipeline of ESTHER coaches to drive improvement work to better serve our patients and their caregivers in the whole healthcare continuum

We have our Partners to thank!



Evolving from Person-centred to Population-centred Care



SingHealth Community Partnership

- Aims to **facilitate stronger partnerships** between healthcare providers and the social care sector and volunteer organisations
- Provide insights on how best to address current and future population health needs.

neighbours
for Active Living



远亲不如近邻

Preventing Hospital Readmissions: Holistic care by healthcare professional together with volunteers

Decrease in number of admissions:  72%

Reduce Hospital Bed Days:  2.59 – 4.09 number of bed days reduced

7. GALLOPS (Global Action for Leaders & Learning Organizations on Patient Safety)

A Programme for Global Patient Safety Action Plan 2021–2030

**Global Action for Leaders & Learning Organizations
on Patient Safety (GALLOPS)**
Since October 2021

Organized by Singapore Health Services (SingHealth)

Speakers & Participants from Singapore Health Clusters
(SingHealth Duke-NUS, National Healthcare Group-NTU, National Hospital University System) and
Singapore MOH, Asian countries &
World Health Organization Patient Safety Flagship

**To learn & share best practices that can be
contextualized and adapted for each of the countries**

136 REGIONAL & 116 SINGAPORE PARTICIPANTS

16 COUNTRIES, ASIA WIDE

Leaders from 16 different countries in Asia had the chance to share their practices for cross learning

28 speakers and 8 moderators prepared, discussed, and exchanged experiences and skillsets needed to successfully cater to the GPSAP as in GALLOPS initiative.

Sharing of best practices in Asia by 4 Regional Leaders

Bangladesh
Bhutan
China
Cambodia
India
Indonesia
Laos
Malaysia

Maldives
Myanmar
Nepal
Philippines
Singapore
Sri Lanka
Thailand
Vietnam

Programme Objectives

1. Accelerate action to implement WHA 72.6 (Global action on patient safety) resolution in Asia.
2. Establish a network of patient safety advocates to foster real-time sharing and engagement on learning through sharing of best practices.
3. Promote multidisciplinary team across different levels of care to prioritize and improve patient safety.

Part 1 (Oct'21): Webinars on Understanding of Global Action on Patient Safety, and Patient Safety & Quality Domains

Part 2 (Nov'22) : Sharing of Best Practices & Hospital Visits

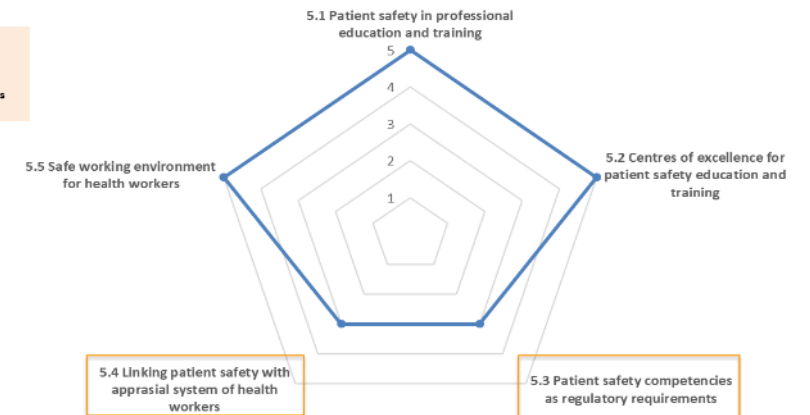
Part 3 (Nov'22): Sharing of Self Assessment for Global Patient Safety Action Plan

SELF-ASSESSMENT FOR GLOBAL PATIENT SAFETY ACTION PLAN

Each Strategy Score for (5) Health Worker Education, Skills and Safety

Self-Assessment Scoring Criteria

1 – Not established
2 – Minimally established
3 – Moderately established
4 – Fully established
5 – Strongly established with good practices
N/A – Not applicable or Unable to assess



**Spread GPSAP in Asia
through GALLOPS**

Thank You!



Academic Medicine
improving patients' lives



TARGET
ZERO HARM

Global Patient Safety Action Plan 2021 – 2030 Towards Eliminating Avoidable Harm in Health Care

