

"I am a caregiver" St. Andrew's Community Hospital

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Introduction/Background

- St. Andrew's Community Hospital (SACH) is a service under the St. Andrew's Mission Hospital group. In addition to inpatient rehabilitation, subacute and palliative care, SACH also operates home care and home palliative care; centre-based day and rehabilitative care; and outpatient and migrant worker clinics.
- In 2022, SACH embarked on a Design Thinking project designing the "Wards of Our Future" under one of the three strategic thrusts, i.e. To be a Community Provider of Choice to improve the care model for our patients and their next-of-kin and caregivers.
- It was noted that caregivers were not purposefully engaged.

Goal/Objective

- To achieve the following objectives by the end of Dec 2023:
 - Encourage **at least 20%** of our admissions to have **registered caregivers** (Rehabilitation Wards 4 - 10)
 - Enable early Caregiver Training (CGT) and hence reduce Average Length of Stay (ALOS) < **28 days** (Typical ALOS at Community Hospital = 28 days)

Problem Analysis

- A multidisciplinary team of 45 members consisting of doctors, nurses, allied health professionals, administrators and fresh eyes from Changi General Hospital (CGH) collaborated during a 3-day **Human-centred Design Thinking** workshop in 2022 to review the patient journeys through shadowing and interviewing. A total of 12 patients and their caregivers were interviewed/ shadowed during the inpatient stay.
- Jobs to be Done (JTBD) was identified to improve care and service journey for our patients and family members.

Jobs to be Done – End-to-end Inpatient Journey

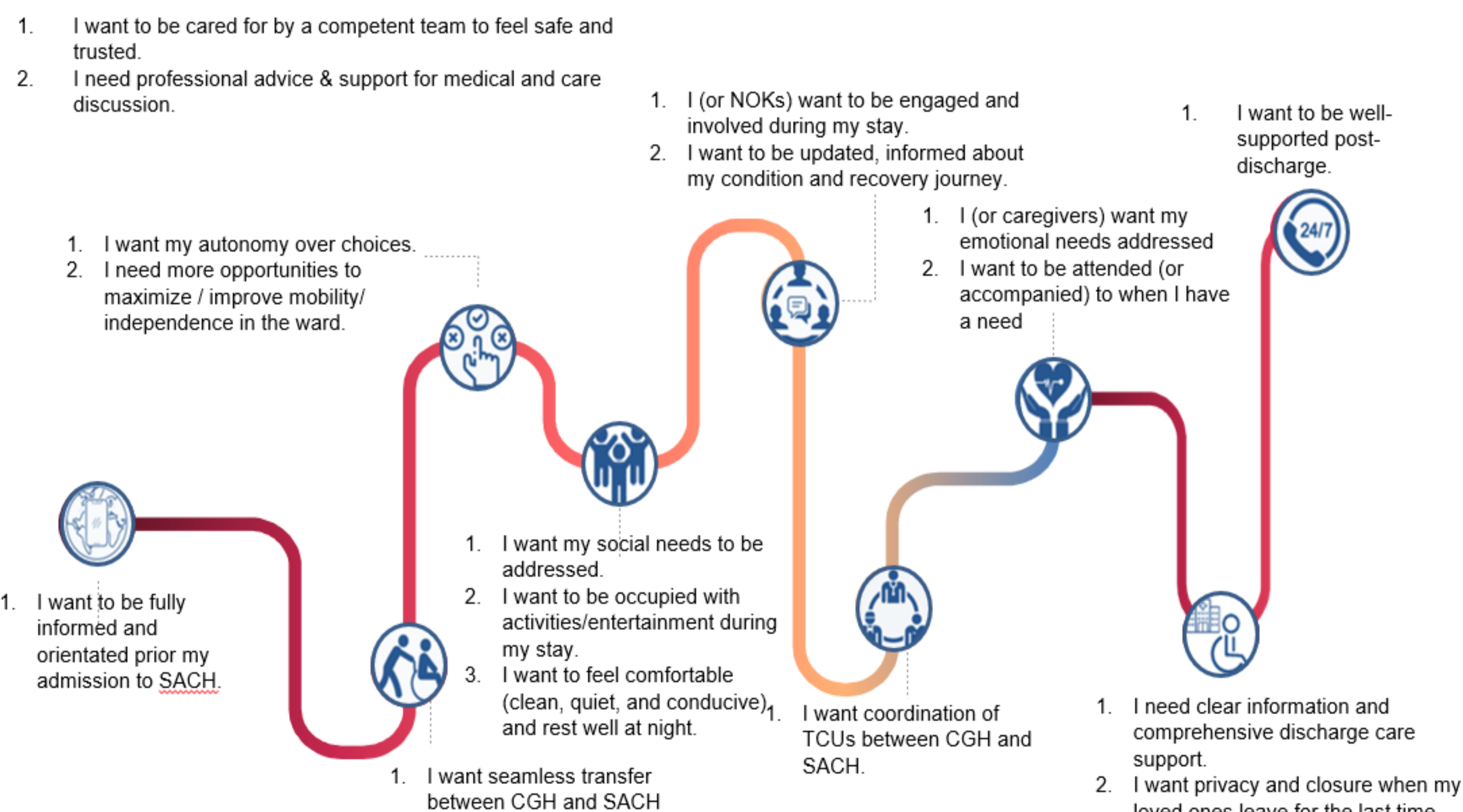


Figure 1. Jobs to be done identified during the workshop from pre-admission to post discharge

- There are 20 workstreams formed to a deep dive into understanding the unmet needs and attempt to address the identified JTBD. One of the workstreams led the efforts in implementing the proposed ideas for the following JTBD:

"I (Next-of-Kin (NOK)/ Caregiver) want to be engaged and involved during the inpatient stay."

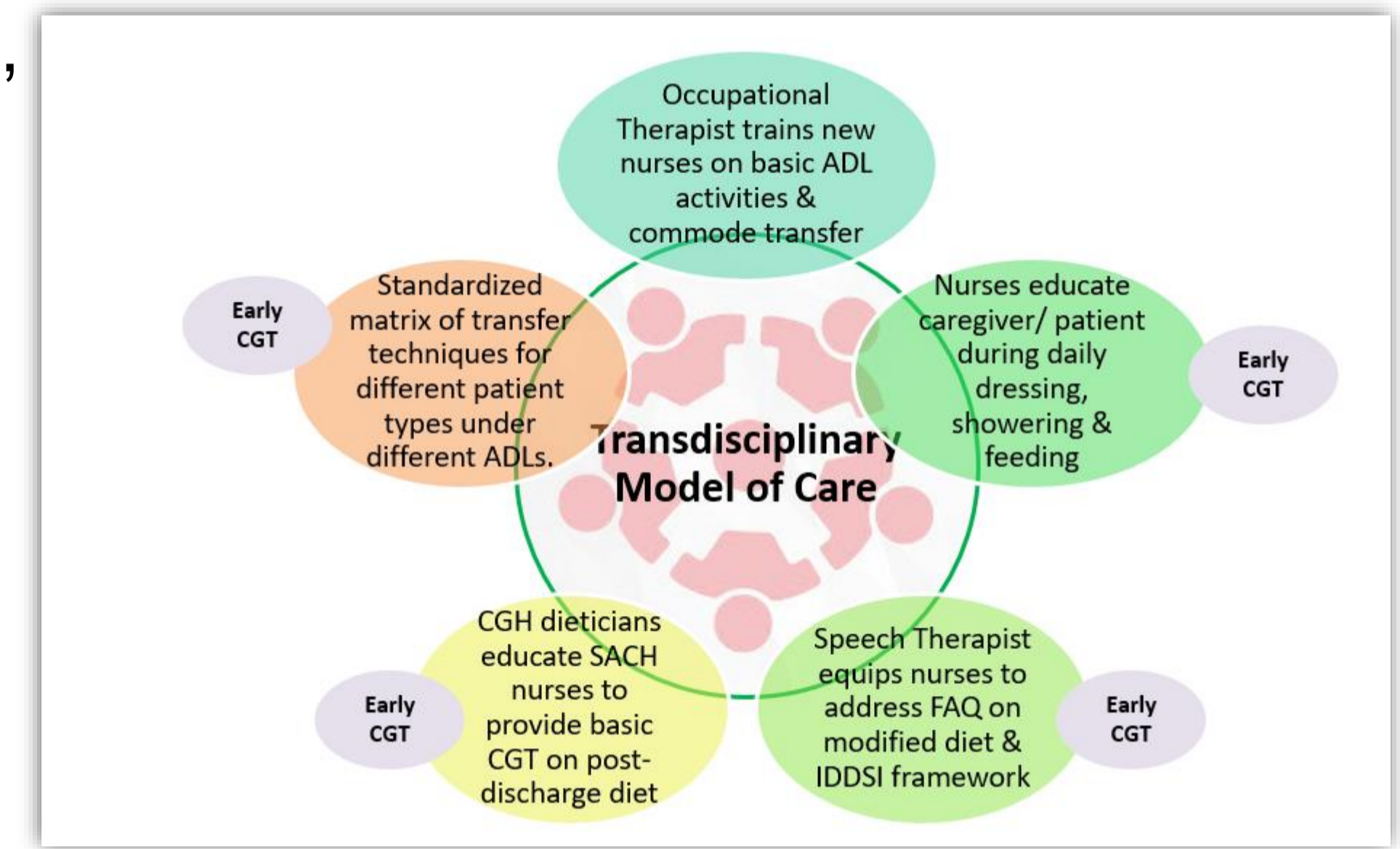
Implementation Plan

- With effect from July 2023, visiting hours for **registered caregivers** are extended from **8:30am to 8:30pm** (previous visiting hours were from 12pm to 2pm and 6pm to 8pm).
- The **registered caregivers will receive guidance and support** from our healthcare professionals when carrying out their caregiving duties in the hospital.
- With this new initiative, **early CGT** can be conducted as soon as the patient's condition allows. The project team also reviewed CGT to be more **collaborative and transdisciplinary**.



Figure 2. Caregiver in-training badge for registered caregivers

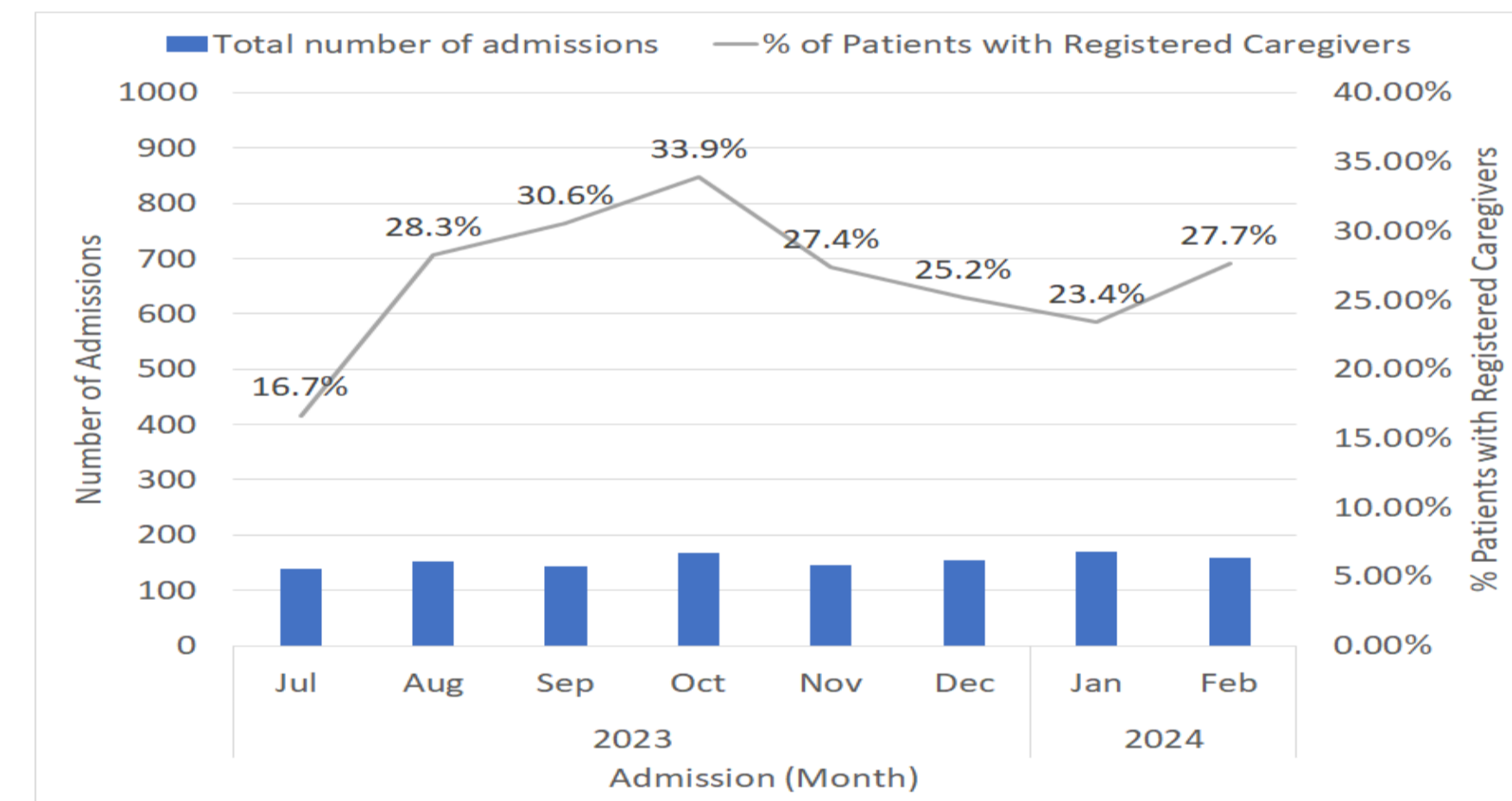
Figure 3. Transdisciplinary Caregiver Training



Benefits/Results

- From zero before this initiative, **27% of the rehabilitation patients admitted had a registered caregiver** between July 2023 and Feb 2024, earlier transdisciplinary CGT can be conducted. The **ALOS was 22 days, 76% with LOS <= 28 days for this group of patients with registered caregivers** (n = 67) versus 29 days for those with no caregivers.

Figure 4. Registered Caregivers by Total Admissions



- With registered caregivers at the bedsides, the number of fall incidents occurring between 8 am and 8 pm reduced by 20%.

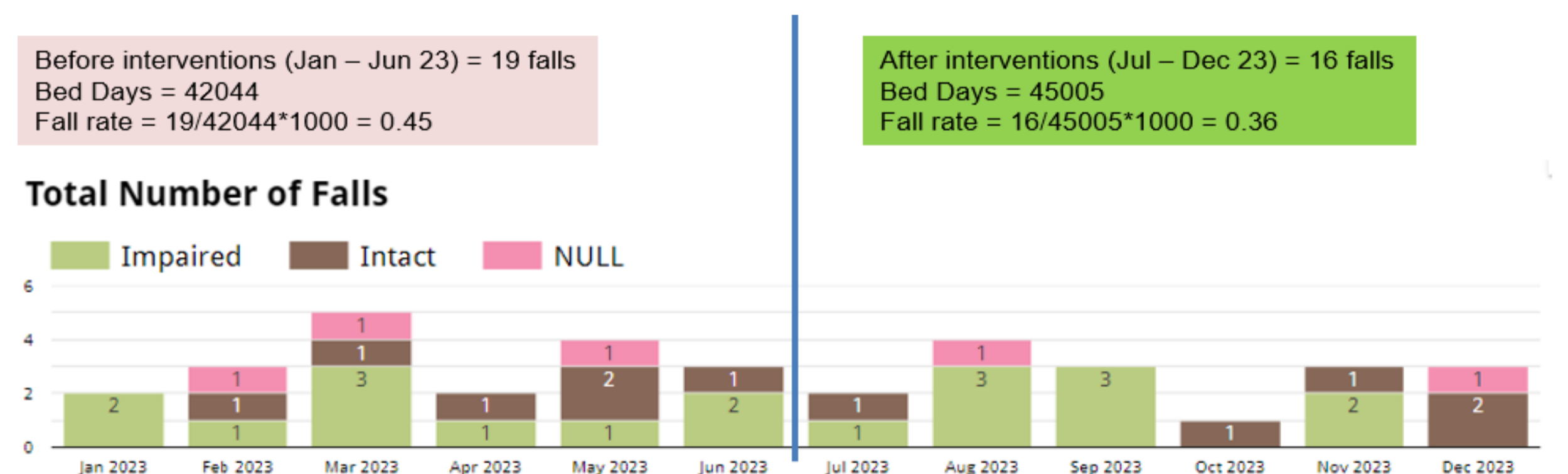
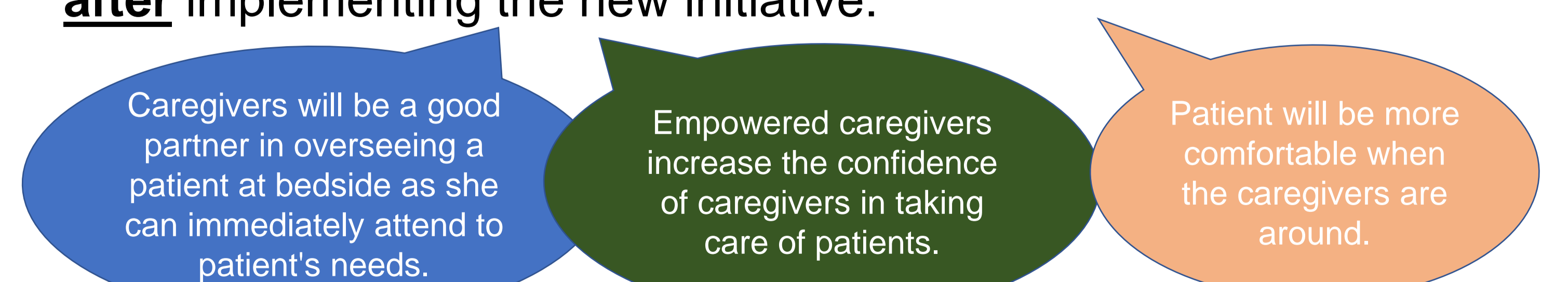


Figure 5. Inpatient fall incidents between 8am and 8pm

Sustainability & Reflections

- Mindset shift of staff with improved perception towards visitors being engaged as caregivers in patient care. Verbatim captured **after** implementing the new initiative:



- With the extended visiting hours and active engagement of caregivers in patient care, **feedback received about visitation reduced by 67% and staff abuse cases by patients/ NOKs reduced by 48%**.