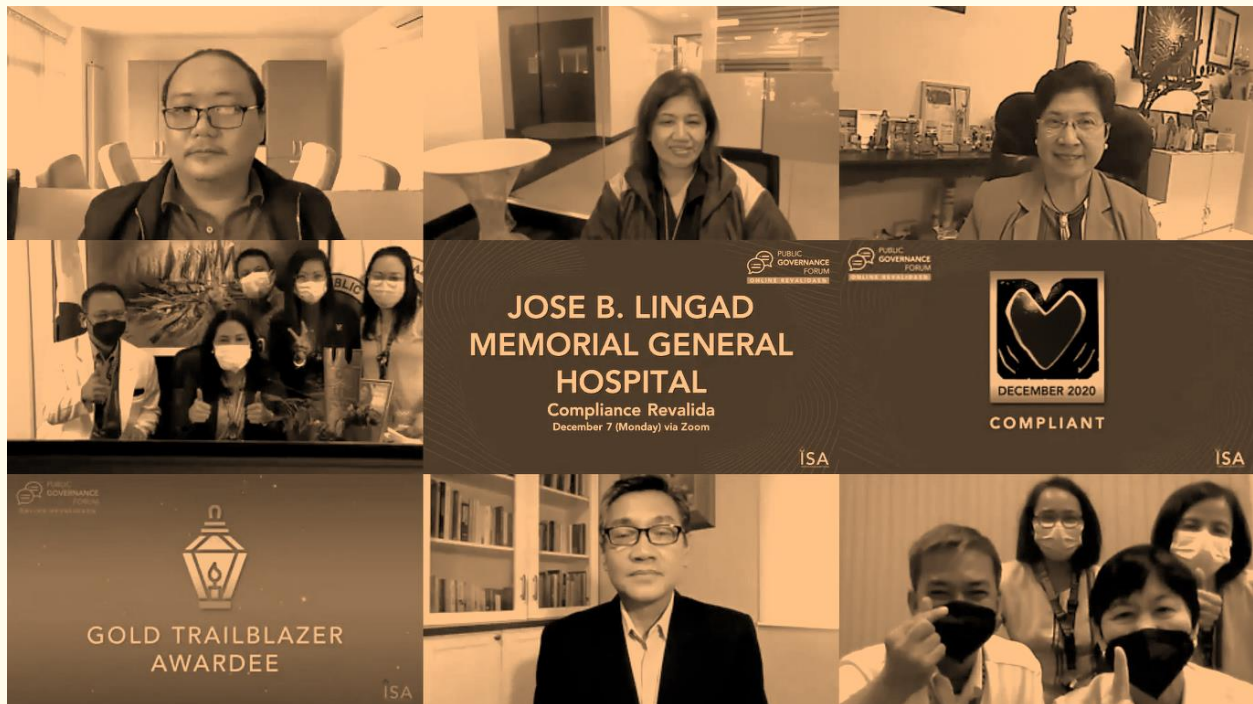


# Paperless Progress

*A case study article on Jose B. Lingad Memorial General Hospital's first-of-its-kind digital monitoring tool*



JBLMGH receives a Gold Trailblazer Award upon its conferral of the PGS Compliant status during an online public revalida led by Medical Center Chief II Dr. Monserrat Chichioco in December 2020

As hospitals strive to keep pace with technological advancements and improve operational efficiency, finding innovative solutions becomes imperative. This need for transformation was further emphasized during the global pandemic when healthcare



facilities were driven to navigate unprecedented circumstances while adhering to stringent health measures.

Similarly, in the ever-evolving landscape of the Philippine health sector, healthcare institutions find themselves pressed to continuously improve their operations and ensure streamlined performance management systems among different departments and units. This demand for real-time tracking of strategic deliverables has become increasingly vital in an era where traditional paper trails often consume valuable time and resources and impede the institution's ability to meet its track and assess the progress of strategic deliverables.

In light of these pressing concerns, it becomes evident that a transformative shift towards a digital communication and monitoring system is essential. This paradigm shift represents a crucial step towards achieving the institution's overarching goals while empowering healthcare professionals to perform at their best and fulfill their commitment to excellence in patient care.

In the heart of Pampanga, a beacon of transformative healthcare stands tall and is no stranger to these winds of change. The Jose B. Lingad Memorial General Hospital (JBLMGH), a DOH-retained hospital and leading healthcare institution in Central Luzon, embraced the

Performance Governance System (PGS) in 2019. It envisions to be an end-referral regional multi-specialty training healthcare institution in Central Luzon fueled by our mission to deliver effective and efficient multi-specialty services and training through highly competent personnel, research, and new technologies and anchored by our Core Values of Integrity, Commitment, Compassion, and Excellence.

However, just a year after implementing the PGS framework, the relentless COVID-19 pandemic disrupted the healthcare landscape on a global scale, and amid the chaos, JBLMGH found itself confronted with a tough challenge that transcended the confines of the health crisis—a burden of paper-related tasks impeding its progress. As the pandemic further underscored the significance of implementing efficient and agile systems, this unforeseen hurdle forced the hospital to confront its vulnerabilities head-on, inspiring them to cultivate an efficient and adaptable system to thrive in adversity.

In its quest to minimize paper-based processes and unlock the potential of digitization, the Performance Governance Digital Monitoring System (PDMS) was born. PDMS is a digital-based communication, monitoring, evaluating, reporting, and feedback tool between the PGS Core team and the different

departments and units for real-time tracking of the status of their strategic deliverables.

"With the gargantuan paper-related task in the hospital and in keeping up with the goal of JBLMGH to achieve less paper processes, we came up with this idea," said Dr. Misael C. Cruz, the Office for Strategy Management (OSM) Head of JBLMGH. "This was hastened during the pandemic as our means of adhering to the imposed minimal health measures and at the same time applying the PGS discipline of continuity and sustainability even during the most challenging times."

Described as the "brainchild" of the OSM, supported by the Medical Center Chief Dr. Monserrat Chichioco and the PGS Core Team, the conceptualization to implementation of the PDMS took only half a year, with initial talks beginning in the last quarter of 2020. In January following year, they collaborated with the Integrated Hospital Operations Management Section (IHOMS) and were finally able to bring their vision to life as they began operations within the hospital system in July 2021.



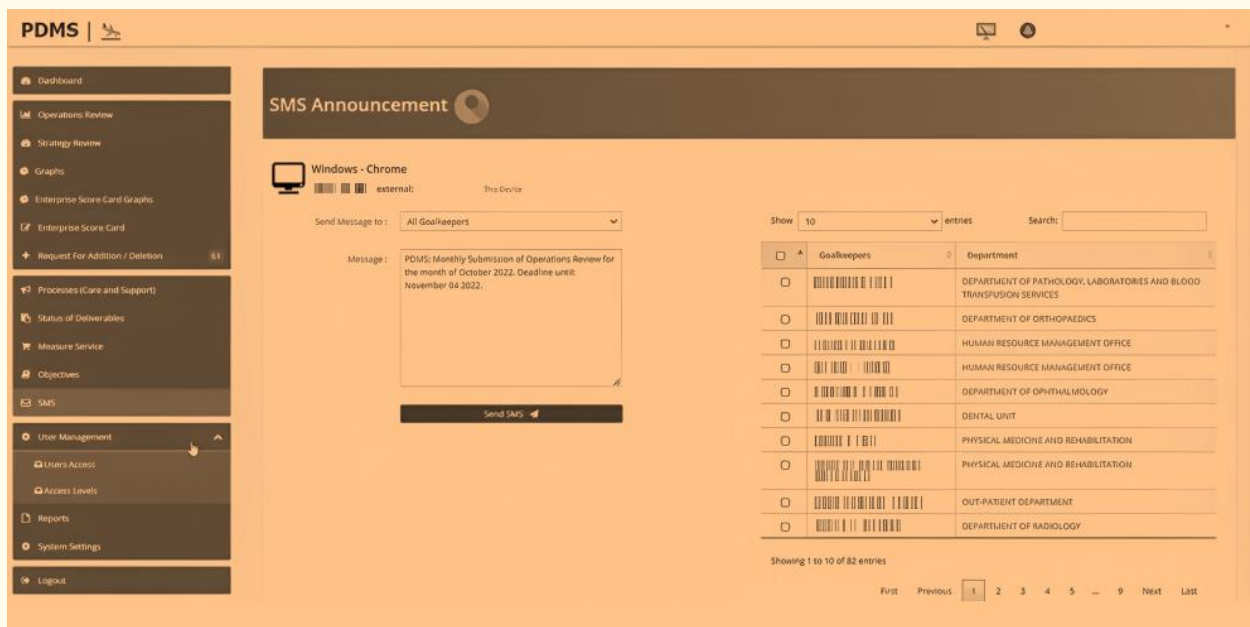
A user's dashboard of the Performance Governance Digital Monitoring System

"We believe that this program is unique and [the] first of its kind in the country among those advocating PGS. It is a patent of JBLMGH," Dr. Misael said.

The system enables instant access to reports on the activities and outcomes of different departments and units, allowing the OSM to intervene promptly without requiring in-person interaction. It aligns with the hospital's approach of cascading information from top to bottom and bottom-up, ensuring the details of its roadmap are effectively communicated while upholding ethical considerations

and privacy safeguards. This streamlined process enhances task performance for both enablers and performers, resulting in improved efficiency, agility, and responsiveness.

Currently, 35 departments and units are enrolled in the platform that can conveniently log into the PDMS module to input their reports directly. The virtual platform incorporates an SMS feature that sends notifications to the goalkeepers, reminding them to submit their Operations Review.



A snapshot of the SMS Notification feature of the PDMS

Additionally, it automatically generates reports presenting the status of each drafted deliverable in visually appealing formats such as graphs or percentages.

Meanwhile, the OSM receives notifications regarding the submission of reports as well as those that may need to catch up.



The PDMS ensures inclusive access for all employees, allowing them to view the system's content. However, when it comes to editing and updating, such privileges are restricted to authorized goalkeepers and the OSM. This controlled access guarantees the integrity of the data within the PDMS and safeguards against unauthorized modifications. In addition to access control, the PDMS incorporates robust safeguards to address data privacy concerns, prioritizing the security and confidentiality of sensitive information stored within the system.

"[Because of PDMS,] the PGS actors of JBLMGH are more engaged with the strategic continuum and knowledgeable about the management's effort in the fulfillment of strategic goal and position. Goalkeepers and employees are capacitated to perform their tasks efficiently with less disruptions on their whirlwind activities," Dr. Misael added. "[And] the ultimate beneficiary for the end result of efficiency are the patients."

With the adoption of the PDMS, the hospital has observed notable advancements across four key areas. One is the enhanced compliance and timely submission of important deliverables. Through the PDMS, the hospital can objectively measure and evaluate adherence to deadlines, ensuring that strategic reports and updates are

submitted within the designated timeframes.

"The [PDMS] supported in the timely submission and oversight of the goals that needed to be accomplished in accordance with our roadmaps," said one of the members of the hospital's Executive Committee. "It supports us in making wise decisions and taking appropriate action in response to issues as they arise."

Another noteworthy benefit of the PDMS is its cost-effectiveness. By transitioning from manual processes to digital monitoring, the hospital has successfully reduced its reliance on paper-based systems, saving valuable resources and minimizing the time and effort spent on administrative tasks related to documentation.

Furthermore, the PDMS has played a crucial role in minimizing unnecessary exposure to emerging and re-emerging infectious diseases. By eliminating the need for physical interaction and face-to-face engagement, the PDMS enables seamless communication, monitoring, and reporting of essential data without compromising the safety and well-being of the hospital staff and patients.

The acceptance and ease of performing tasks using the PDMS have also been widely acknowledged by the hospital staff. The user-friendly interface and



accessibility from various devices, including PCs, laptops, and mobile devices, have contributed to its seamless adoption and integration into daily operations.

"The PDMS greatly improved the process of monthly reporting and faster monitoring of deliverables because of its ease of access and user-friendly features," said the Head of the Environment, Health and Safety Management Office.

Recognizing the continuous need for enhancement and expansion, JBLMGH is committed to further improving the PDMS, beginning with the expansion of modules to include the monitoring of deliverables by the hospital's Multi-Sector Governance Council (MSGC) and specify the overall impact of each department by implementing impact measures and stratified resource compliance, among others.

JBLMGH's vision for the future extends beyond the current success of the PDMS. With a forward-thinking mindset, they are set to embark on a larger endeavor:

developing a dedicated mobile application for PGS matters at the hospital. Recognizing the importance of collaboration and knowledge-sharing, they also intend to extend the benefits of the PDMS beyond their institution and share the platform with the members of its OSM in Central Luzon. And to solidify its pioneering efforts and protect its intellectual property, JBLMGH is actively pursuing an official patent from the Department of Information and Communications Technology (DICT), ensuring its technology's long-term sustainability and exclusivity in the healthcare sector.

Through these strategic initiatives, JBLMGH is positioning itself as a trailblazer in leveraging technology for performance governance. By embracing digital solutions and fostering collaboration, they are paving the way for a future where healthcare institutions can thrive in a digital age while delivering optimal patient care and operational excellence.