

CHAPTER I

HOSPITAL SUPPORT SERVICES PROVIDER

This particular organization caught my interest for my research project because it has a very interesting and unique background. Moreover, the management of this organization gave me the approval to study the organization, provided I do not reveal the name. Thus, throughout this project, this organization will be addressed as the "Hospital Support Services Provider" (or HSSP, in short).

1.1 History

HSSP was formed in 1994, with a paid up capital of RM 10, 000, 000. Owned by two other shareholders, it is led by three board of directors with a very strong background. HSSP is also a proud owner of three other subsidiaries in related field. There are a total of 37 branches carrying about 1400 employees. After having been in existence for the past three years, HSSP's role and contribution to the country became very significant and essential. It was one of a few other organizations selected to undertake the privatization of support services for government hospitals in Malaysia .

1.2 Services

HSSP provides the support services that include namely Linen & Laundry, Cleansing, Clinical Waste Management, Facility Engineering Maintenance and Biomedical Engineering Maintenance. Linen and Laundry services involve laundry, distribution, management and ensuring supplies of bed sheet, blanket, pillow cases, curtains, patient dresses and doctors' OT linen. Under Cleansing, HSSP is responsible for the housekeeping and hygiene at the wards, clinics, pharmacies, allied areas, laboratories, operating theatres and other areas within the hospitals. Clinical Waste Management refers to storage, collection,

incineration, transportation and disposal of clinical waste (such as syringes and human tissues, which requires a very high degree of caution and control).

The more technical aspect of the services are Facility Engineering Maintenance, which includes maintenance of electrical system, mechanical system and civil engineering works (such as maintenance of building, roads, drains, water supply, sanitary plumbing, sewerage system, grounds and landscaping). In addition , HSSP also maintains the laboratory, therapeutic and all medical diagnostic, services that come under Biomedical Engineering Maintenance.

1.3 Employees

With the privatization of the Hospital support services, not only were the services handed over to HSSP, but concessions were also drawn up with the government staffs of the hospital (on a voluntary basis) to become HSSP's staff. Certain amount of incentives were also offered. About 60% of the staffs heeded to this concession. They included ground workers as well as those at supervisory and executive level. Overall, their average service in the Ministry of Health (government Hospitals) is 18 years and they carried along with them several years of experience together with the "government" attitudes and ways of doing things!! Very few of the supervisors and executives had proper academic qualification as most of them were promoted based on rank and file system. HSSP identified those who were "capable" and promoted them to the position of Regional Managers, Branch Managers and Service Managers .

1.4 Employer

HSSP's top management comprises of the Executive Chairman, the Chief Executive Officer, Commercial Group Manager, Corporate Group Manager and Services Group Manager. Most of them are from private sector background except for the service managers. They are fairly new with little or no any

experience in this industry except for a handful of them. However, the team is eager and enthusiastic about shedding away the “governmental image” it carries.

1.5 *Organization Structure*

HSSP's overall organization structure is as shown in Figure 1-1. The top managers are all stationed in HQ and the operational offices are located in the premises of the various hospitals itself and they are run by respective branch managers (and regional managers). All other activities are centralized at the headquarters. The only functional group that are located in respective operational offices are the commercial group. Other supporting services are led by the branch manager and supported by one or two clerks.

1.6 *Company Mission & Vision*

While implant in the Hospital Support Services, HSSP envisage as a logical move to extend into a Total Healthcare Organization. Hence, its company mission and vision are as in Figure 1-2 and 1-3 respectively :

Figure 1-1 : Organization Chart for HSSP

ORGANISATION CHART - HEAD OFFICE

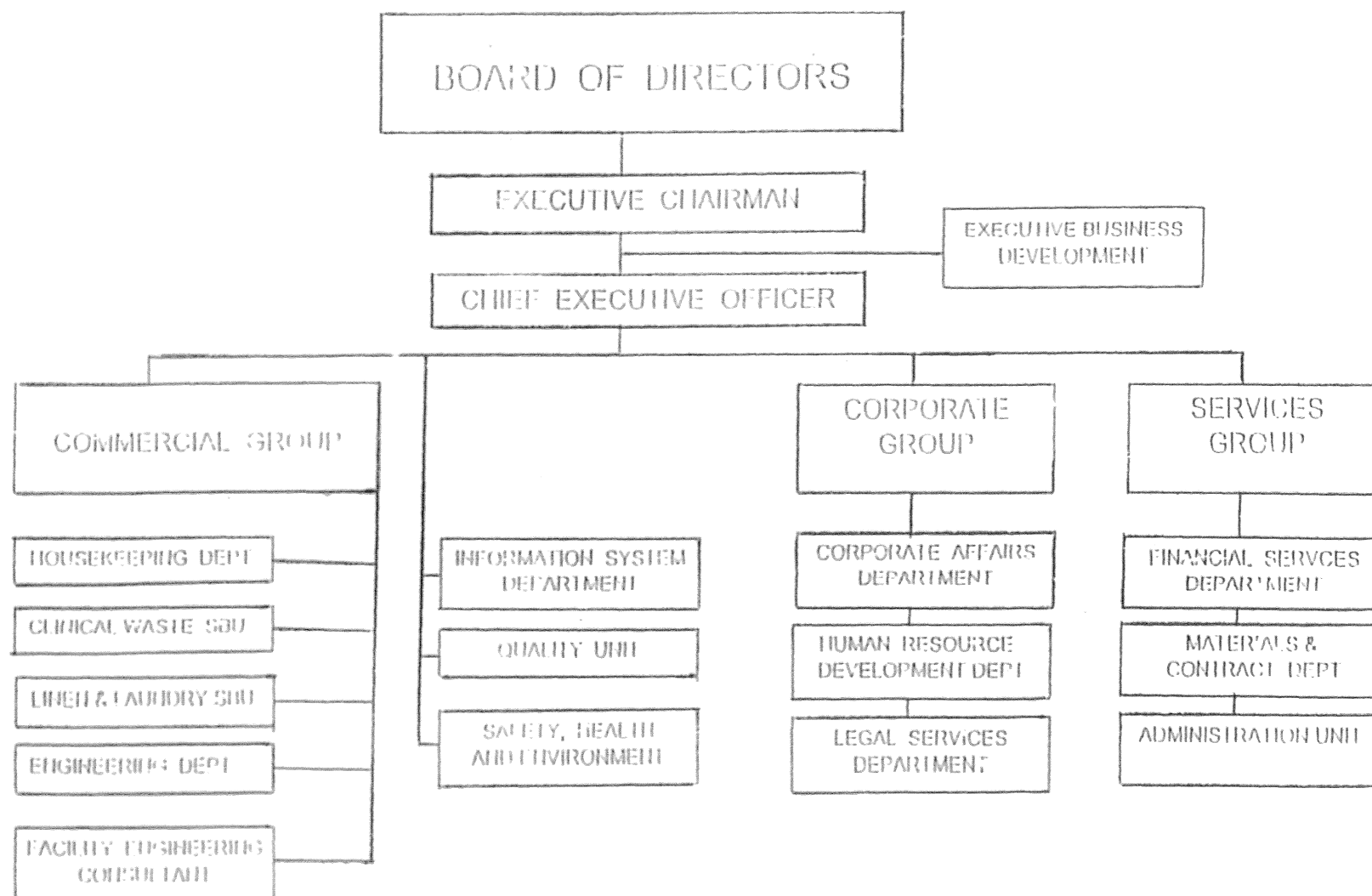


Figure 1-2 : Company Mission

HSSP SHALL ACTIVELY CONTRIBUTE
AND BE A LEADING ORGANIZATION IN THE HEALTHCARE SECTOR
THROUGH THE COMMITMENT IN PROVIDING RELIABLE AND QUALITY
SERVICES, RESPONSIVE TO THE NEEDS OF ITS CUSTOMERS.
IN FULFILLING OUR SERVICES, WE ARE DEVOTED TO MAINTAINING A
HEALTHY AND SAFE ENVIRONMENT, EMPHASIZE CONTINUAL PURSUIT
TO TECHNOLOGICAL EXCELLENCE AND PROMOTE SYSTEMATIC HUMAN
RESOURCE DEVELOPMENT.

Figure 1-3 : Company Vision

BY THE YEAR 2005,
HSSP WILL BE AT THE FOREFRONT
OF THE
HEALTHCARE SECTOR IN MALAYSIA.