

Project Title

Reduce Counter Registration

Project Lead and Members

Project lead: Jessie Goh

Project members: Lobby Management Team

Organisation(s) Involved

Ng Teng Fong General Hospital

Healthcare Family Group Involved in this Project

Operations

Applicable Specialty or Discipline

Operations

Aims

Reduce the long queues and wait time at visitor registration counters by reducing 30-40% of the counter registration load within 3 months.

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

- Importance of flexibility in system builds to cater for unforeseen circumstances.
- Importance of team work/spirits to attempt trials on process first and fine tune along the way.
- Adapting to changes and learn to cope with new policies and guidelines.

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Workflow redesign

Keywords

Visitor Registration, Self-Registration Kiosk, Visitor Quota, Reduce Registration Queue

Name and Email of Project Contact Person(s)

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REDUCE COUNTER REGISTRATION

MEMBERS: LOBBY TEAM

- SAFETY
- QUALITY
- PATIENT EXPERIENCE
- PRODUCTIVITY
- COST

Define Problem, Set Aim

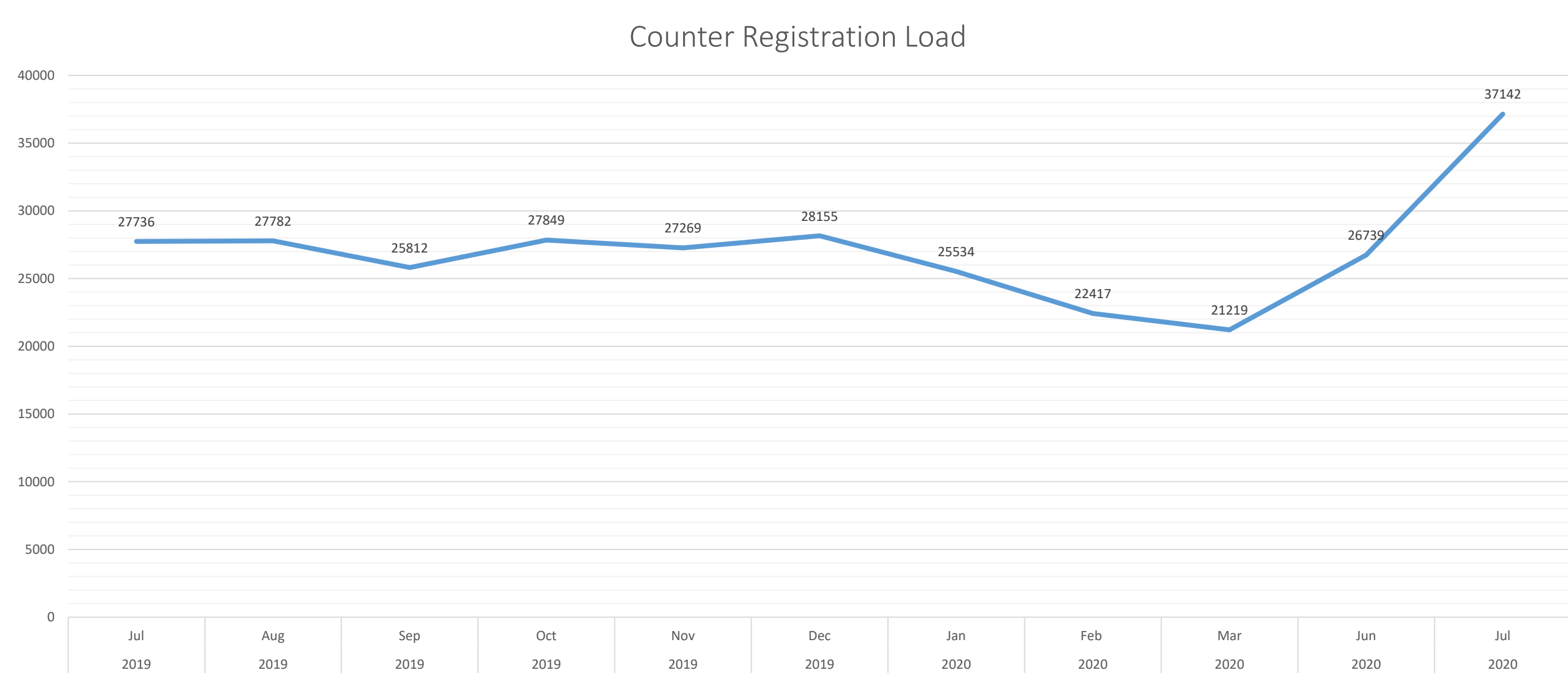
Problem/Opportunity for Improvement

Between Jun to Nov 2020, visitor registrations were 100% conducted at counters due to system and policy limitations, leading to long queues and wait time at visitor registration counters.

Aim

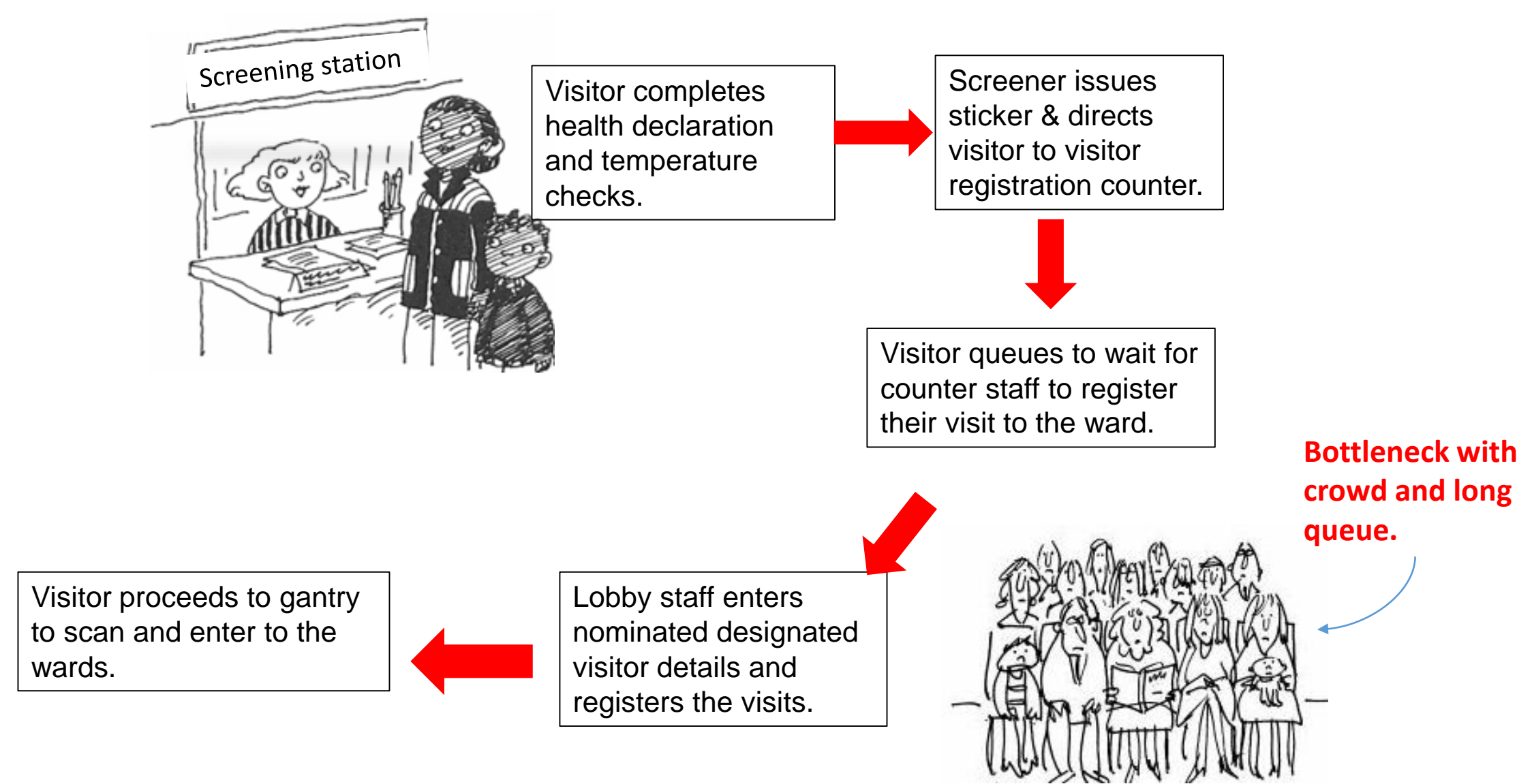
Reduce the long queues and wait time at visitor registration counters by reducing 30-40% of the counter registration load within 3 months.

Establish Measures

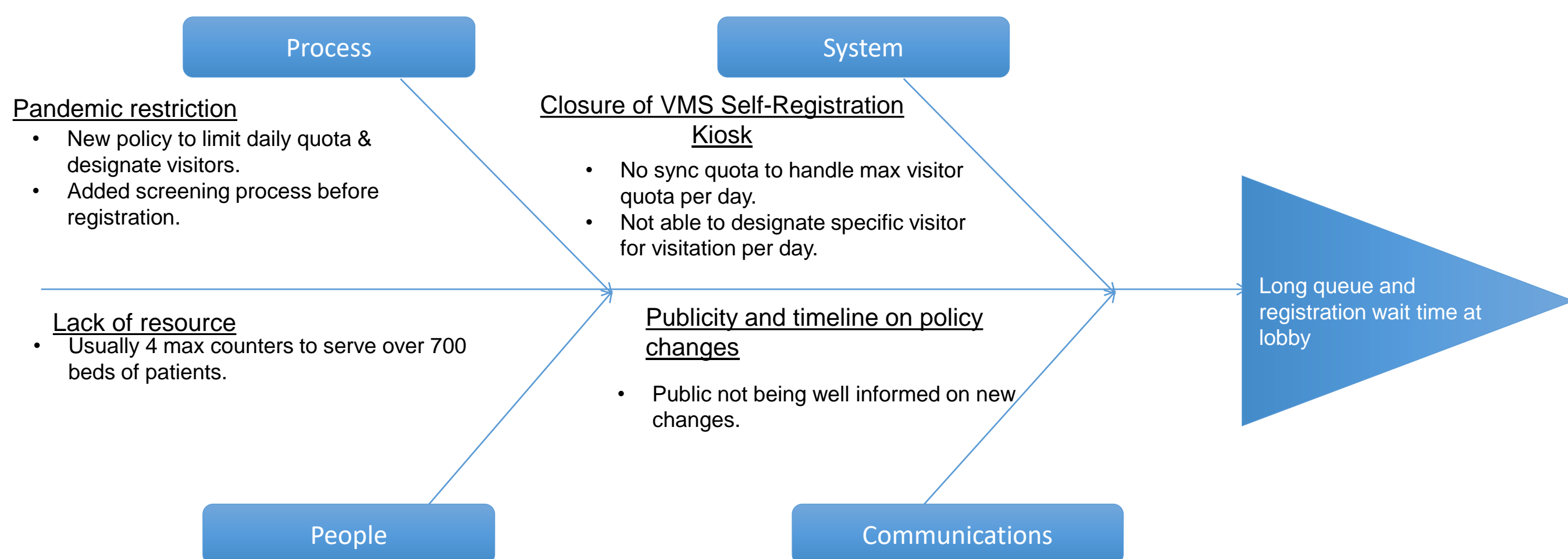


Analyse Problem

Process before interventions



Fishbone Diagram

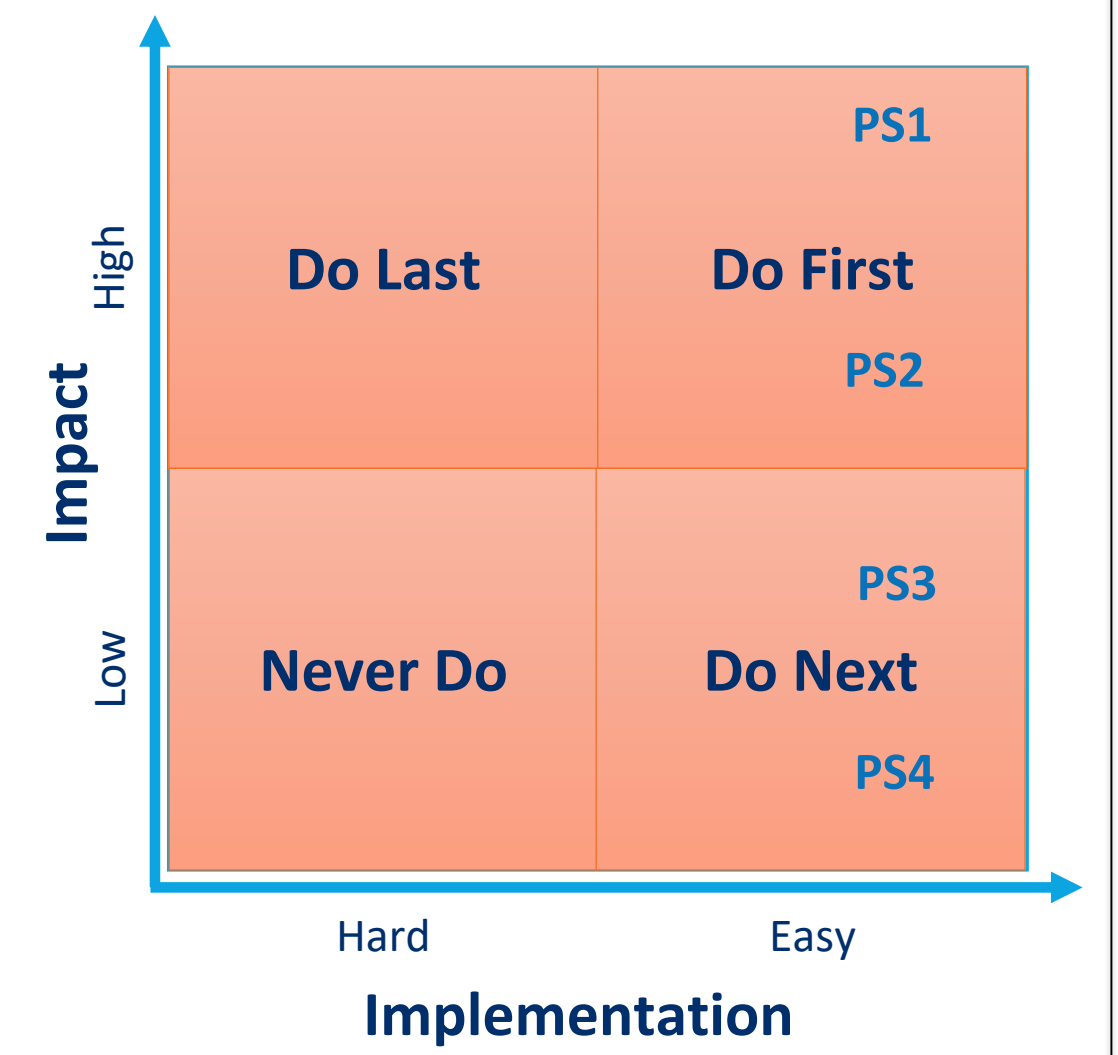


5 Whys Analysis

- WHY? Long queue at visitor registration
- WHY? 100% registration done at counters
- WHY? Closure of self-registration kiosk
- WHY? Change in policy due to pandemic
- WHY? System Limitation

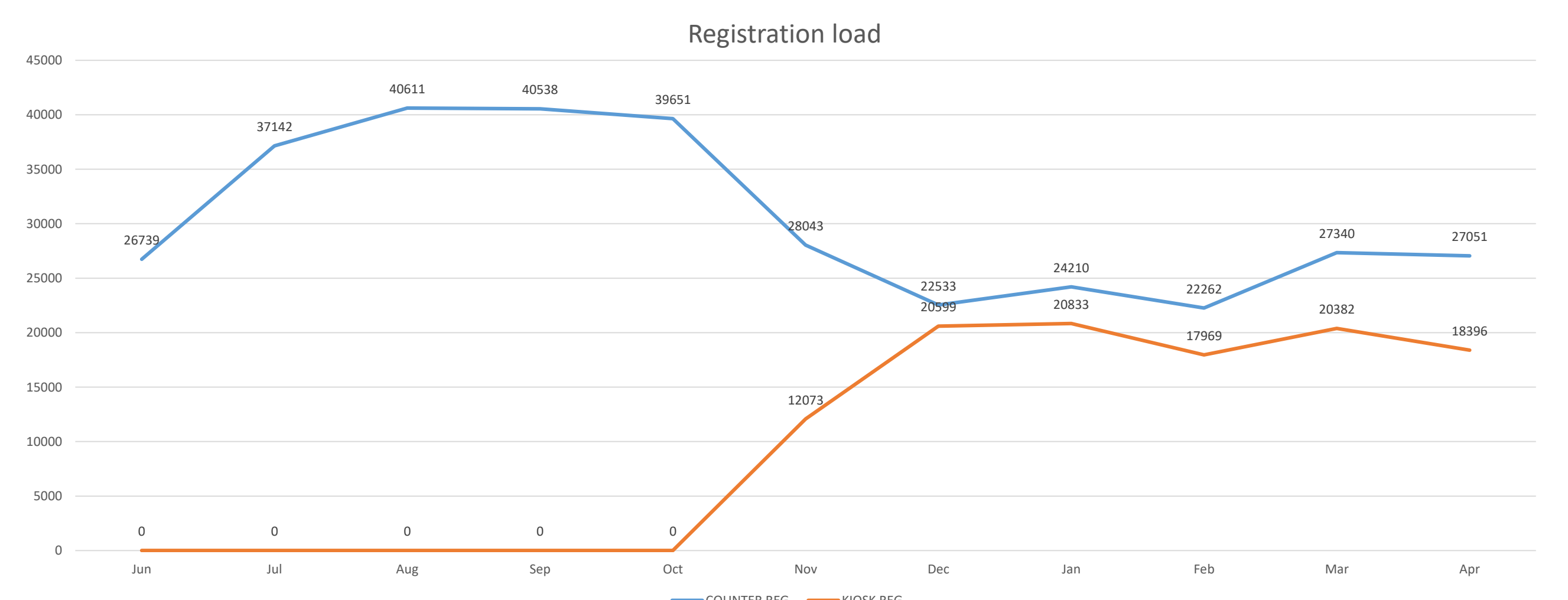
Select Changes

Root Cause	Potential Solutions
System Limitation	1 Sync VMS visitor Quota to allow consecutive multiple mode of registration
	2 Whitelisting of designated visitors to allow kiosk to recognise and limit registration to designated visitors.
	3 Nnomination of designated visitors at self-registration kiosk to reduce manual transcription
	4 Online Registration to further reduce physical crowd.



Test & Implement Changes

CYCLE	PLAN	DO	STUDY	ACT
1	To reduce long queue for visitors registration by reducing 30-40% counter registration load through resumption of self-registration kiosk.	Sync VMS visitor quota to allow multiple modes of registration so that self-registration can be done in kiosk.	Encountered issue with DIL and death cases, where visitor quota can be overruled on compassionate grounds.	Revised logic for exceptions such as DIL and death status to ignore maximum quota was implemented on 21 st Nov 2020.
2	To continue to sustain 40% registration load via self-registration kiosk with new policy to only allow designated visitors.	Enhanced system to allow whitelisting of designated Visitors. Manual form is given for nomination and then transcribed into VMS.	Added time and effort is required to key designated visitors' information into system.	Explored how to reduce efforts and wait time involved in the nomination process.
3	To allow visitors to self-nominate as designated visitors at self-registration kiosk to further reduce 40% entry load at counter.	Enhance system to allow nomination of designated visitors at self-registration kiosk.	Workload reduction as designated visitors' information are captured when visitors self-nominate.	Explored VMS registration mode to further reduce registration workload onsite.
4	To reduce physical registration load by 20% onsite.	Soft launch of online registration to further reduce onsite registration.	Need to publicise online registration for awareness and usage of this registration mode.	Working with Comms on required publicity materials.



After implementation, counter registration has dropped 40% and lobby queue has reduced significantly.

Spread Changes, Learning Points

What are/were the strategies to spread change after implementation?
Lobby Team leaders and nursing are constantly engaged through emails and roll calls/briefing sessions to update policy changes and changes in workflow.

- **What are the key learnings from this project?**
- Importance of flexibility in system builds to cater for unforeseen circumstances.
- Importance of team work/spirits to attempt trials on process first and fine tune along the way.
- Adapting to changes and learn to cope with new policies and guidelines.