Project Title

Cardiology Clinic No Show Management

Project Lead and Members

Project lead: Lynn Chen

Project members: Sim Siew Ngoh, Dr Christopher Koo, NC Hafidah, Bay Swee Ling, Binny Choo, Nancy

Organisation(s) Involved

Ng Teng Fong General Hospital

Aims

To reduce the Cardiology Clinic FV no show rate from 28% to 20% and below

Background

See poster appended/ below

Methods

See poster appended/ below

Results

See poster appended/ below

Lessons Learnt

A flexible appointment system and better communication with patients will help to reduce the no show rate of Cardiology Clinic

Conclusion

See poster appended/ below

Project Category

Care & Process Redesign

Keywords

Ng Teng Fong General Hospital, Care & Process Redesign, Quality Improvement, Improvement Tools, Plan Do Check Act, Cardiology Clinic

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CARDIOLOGY CLINIC NO SHOW MANAGEMENT

- ☐ SAFETY
- ☐ PRODUCTIVITY
- ☑ PATIENT EXPERIENCE
- ☑ QUALITY
- ☐ VALUE

MEMBERS: SIM SIEW NGOH, LYNN CHEN, DR CHRISTOPHER KOO, NC HAFIDAH, BAY SWEE LING, BINNY CHOO, NANCY

Define Problem/Set Aim

Opportunity for Improvement

Between Jan 2017 to Jun 2018, Cardiology Clinic has high no show rate of an average of 28% for First Visit (FV) patients, which is above the target of 20% and below.

This results in low clinic utilization, ranging from 67% to 80%, which is below the target of 80% and above.

Aim

To reduce the Cardiology Clinic FV no show rate from 28% to 20% and below.

Establish Measures

Current Performance

Between Jan 2017 to Jun 2018, an average of **28%** of Cardiology Clinic new patients (FV) **did not attend their appointments**.

This resulted in longer lead time for FV appointments with an average of **133 appointment slots wasted per month**. Clinic utilization was lower than expected, ranging from 67% to 80%.
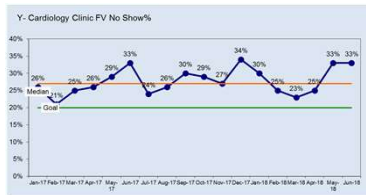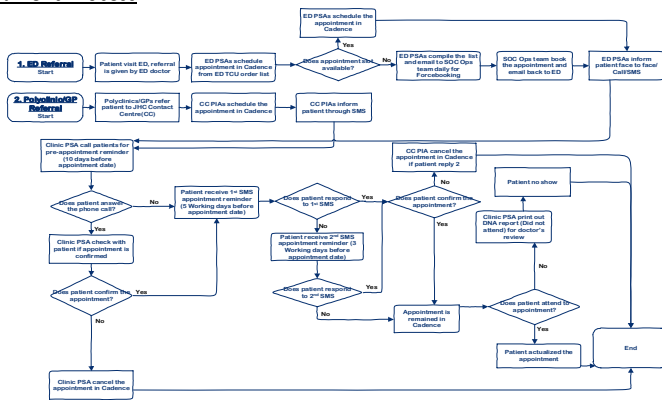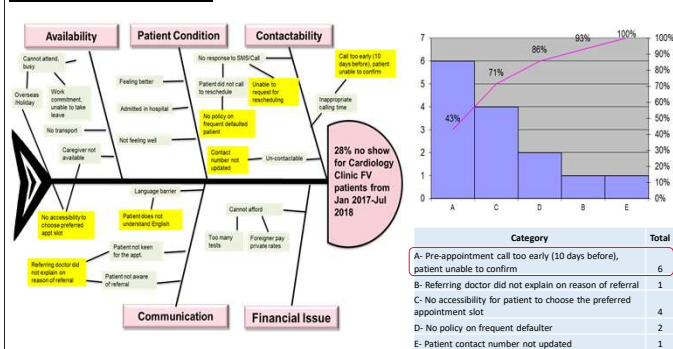

Figure 1: Cardiology Clinic FV No Show Rate
(Jan 2017 – Jun 2018)

Analyse Problem

Current Process

Probable Root Causes

28% no show for Cardiology Clinic FV patients from Jan 2017-Jul 2018

Category	Total
A- Pre-appointment call too early (10 days before), patient unable to confirm	6
B- Referring doctor did not explain on reason of referral	1
C- No accessibility for patient to choose the preferred appointment slot	4
D- No policy on frequent defaulter	2
E- Patient contact number not updated	1

Select Changes

Probable Solutions

Root Cause		Potential Solutions
Root Cause A Pre-appointment call too early (10 days before), patient unable to confirm	1	Change the workflow for pre-appointment reminder call for Cardiology FV patients, target on the list of patient with no response after 2nd SMS reminder, instead of all FV patients.
	2	To maintain a waiting list for Cardiology FV patients, clinic staff to review all available slots daily and replacing cancelled slots by patients from the waiting list
	3	Provide training for PSAs to use the waiting list function in EPIC
	4	Provide the visit type info in HMS
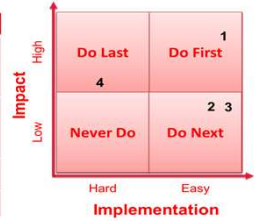
Based on Pareto diagram, the top cause for No Show was determined as pre-appointment reminder calls were made too early as such patient unable to confirm. The workgroup decided to change the workflow to call after the 2nd SMS appointment reminder instead of calling all FV patients, and call the list of patients with no response only.

Test & Implement Changes

- After implementation in May 2019, the Cardiology Clinic overall FV no show rate reduced to **23% in May** and increased slightly to 26% in June due to school holiday period.
- For non-ED referral, no show rate reduced to **19% in May**, and further dropped to **18% in June** despite the increased in overall FV no show rate.
- Total 69 appointment slots were cancelled after pre-appointment reminder calls and created space for urgent patients. This is turn further improved attendance and reduced the overall waiting time for clinic appointments.

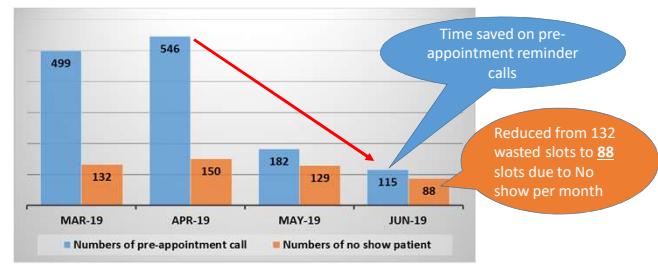Figure 2: Cardiology Clinic FV No Show Rate (Jan 2018 – Jun 2019)

Time saved on pre-appointment reminder calls

Reduced from 132 wasted slots to **88** slots due to No show per month

Figure 3: Numbers of pre-appointment reminder call & no show patient/month (Mar – Jun 2019)

Spread Change/Learning Points

The Key Learnings

A flexible appointment system (i.e. to allow patient to have preference date, etc.) and better communication (i.e. right timing of reminder calls that will enable patient to make confirmation) with patients will help to reduce of no show rate to Cardiology Clinic.