

Project Title

Deposit Collection Reduces No-Show Rates For Sleep Studies

Project Lead and Members

Project lead: Cheryl Tan

Project members: Shaffinaz Abd Rahman, Maris Hencel Torres, Montaniel Emelita Naval, Lee Wei Lin, Dr Chua Ai Ping

Organisation(s) Involved

Ng Teng Fong General Hospital

Healthcare Family Group Involved in this Project

Medical

Applicable Specialty or Discipline

Otolaryngology

Project Period

Start date: Jan-2018

Completed date: Jun-2018

Aims

To reduce the monthly patient no-show rate for sleep study from the current 9.1% to 5%.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Lessons Learnt

Depositing collection is effective in improving the monthly no-show rate for sleep study as well as average utilisation rate.

Conclusion

See poster appended / below

Project Category

Care & Process Redesign, Value Based Care, Productivity, Cost Saving, Quality Improvement, Workflow Redesign, Job Effectiveness

Keywords

Deposit Collection, No-Show Rates, Sleep Studies, Sleep Medicine

Name and Email of Project Contact Person(s)

Name: Cheryl Tan

Email: Cheryl_pr_tan@nuhs.edu.sg

DEPOSIT COLLECTION REDUCES NO-SHOW RATES FOR SLEEP STUDIES

- SAFETY
- PRODUCTIVITY
- PATIENT EXPERIENCE
- QUALITY
- VALUE

CHERYL T., SHAFFINAZ A. R., HENCEL M. T., EMELITA N. M., LEE W. L., CHUA A. P.

Define Problem, Set Aim

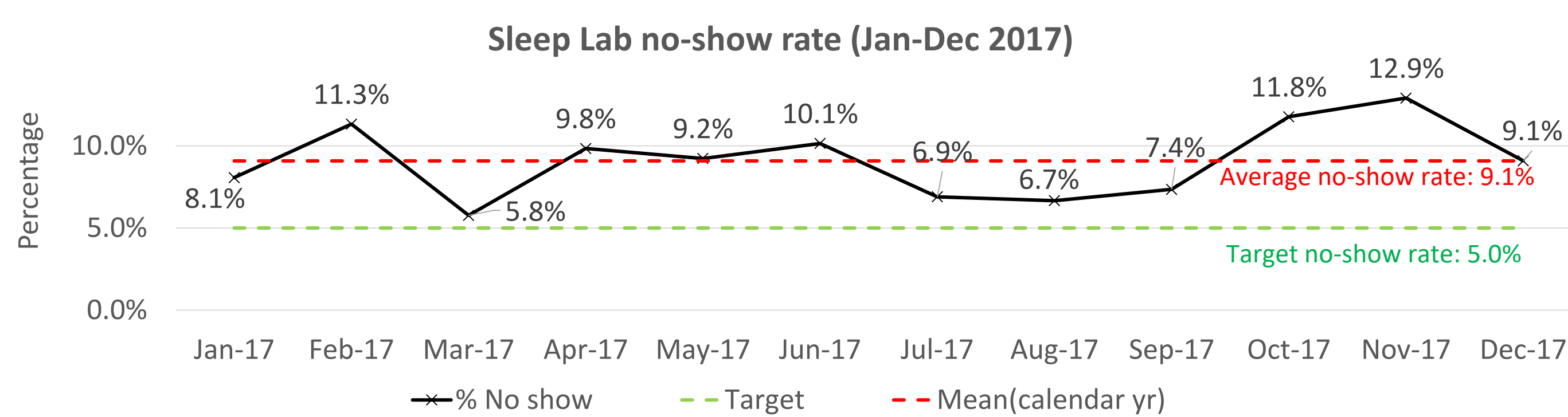
No-shows, late cancellation and last minute rescheduling contribute to a lower bed utilisation and affects the lead-time for other patients who require a sleep study.

In 2017, the average monthly no-show rate was 9.1%. More patients were also being referred for sleep studies due to raised awareness of sleep disorders.

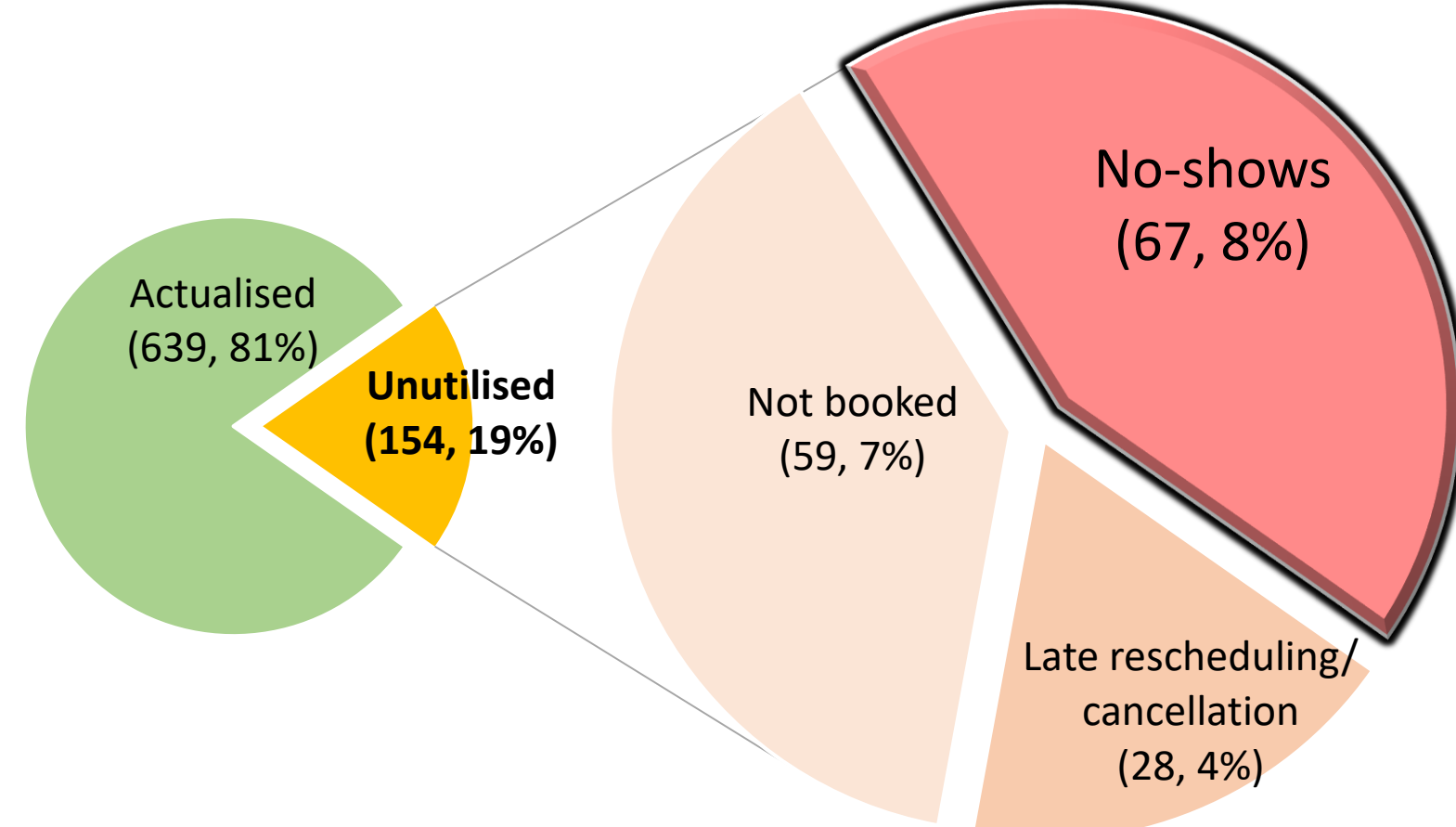
The project aims to reduce the monthly patient no-show rate for sleep study from the current 9.1% to 5%.

Establishing Measures

Sleep Lab No-show rates (Jan-Dec 2017)

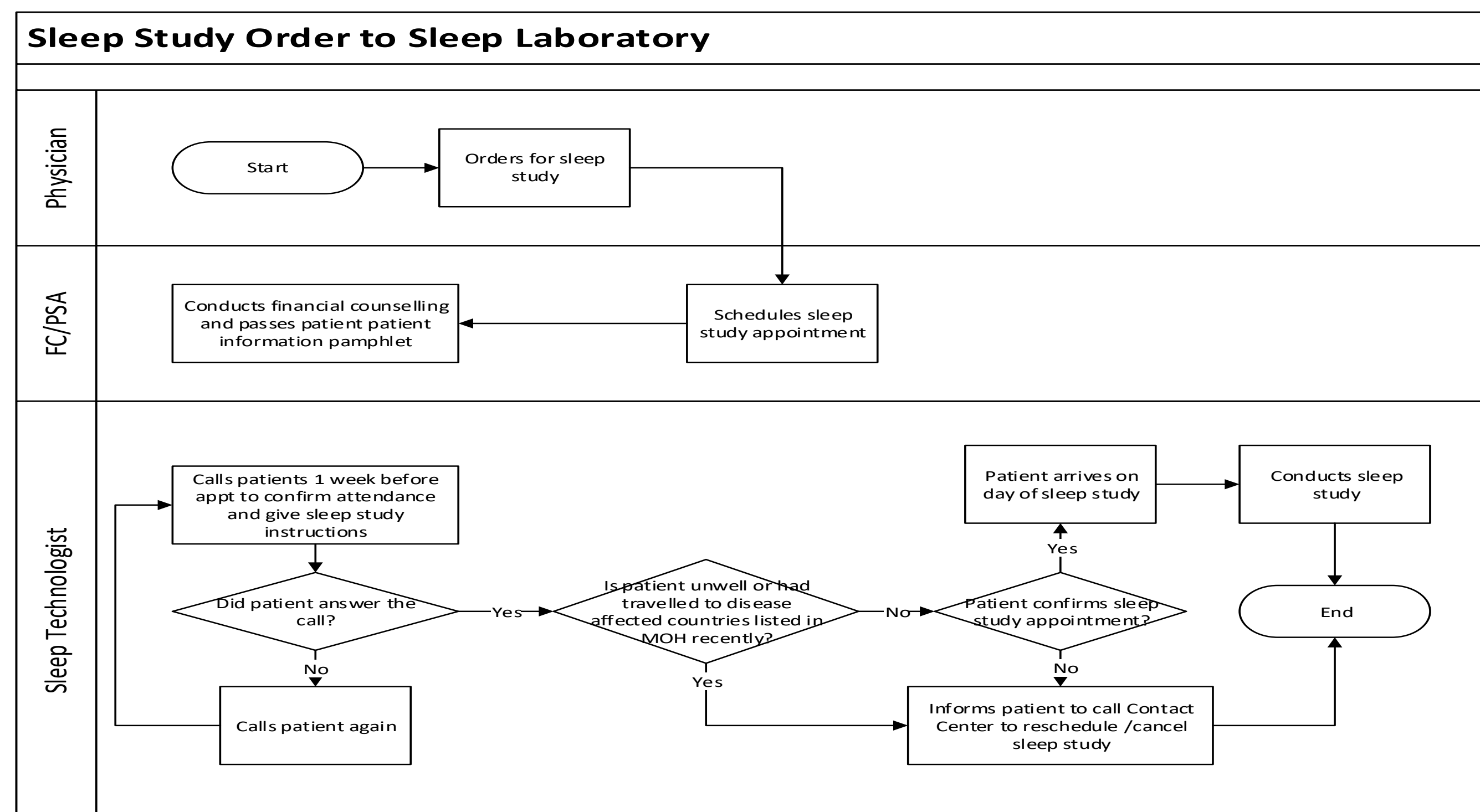


Utilisation of Sleep Study (Jan-Dec 2017)

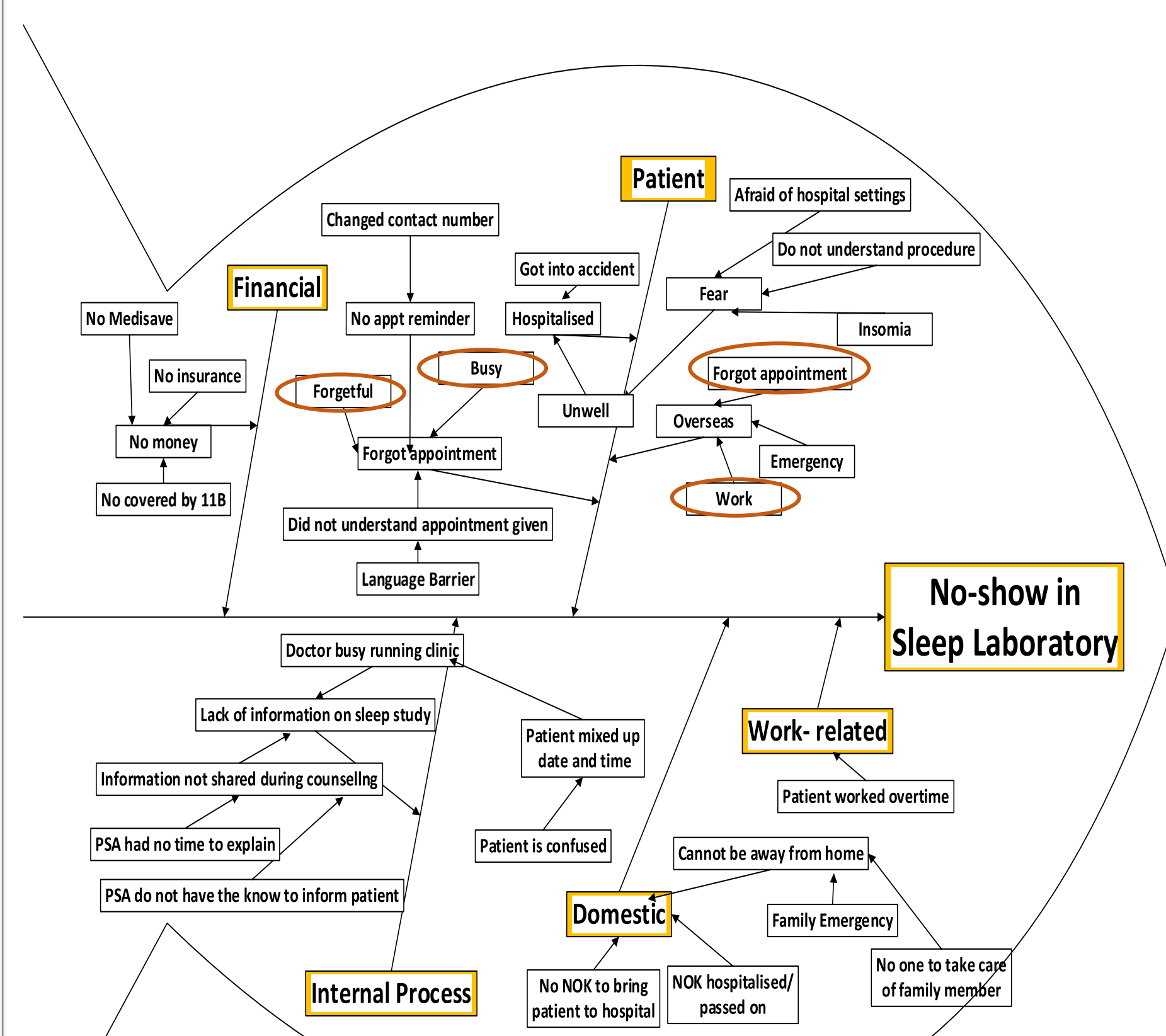


Analyse Problem

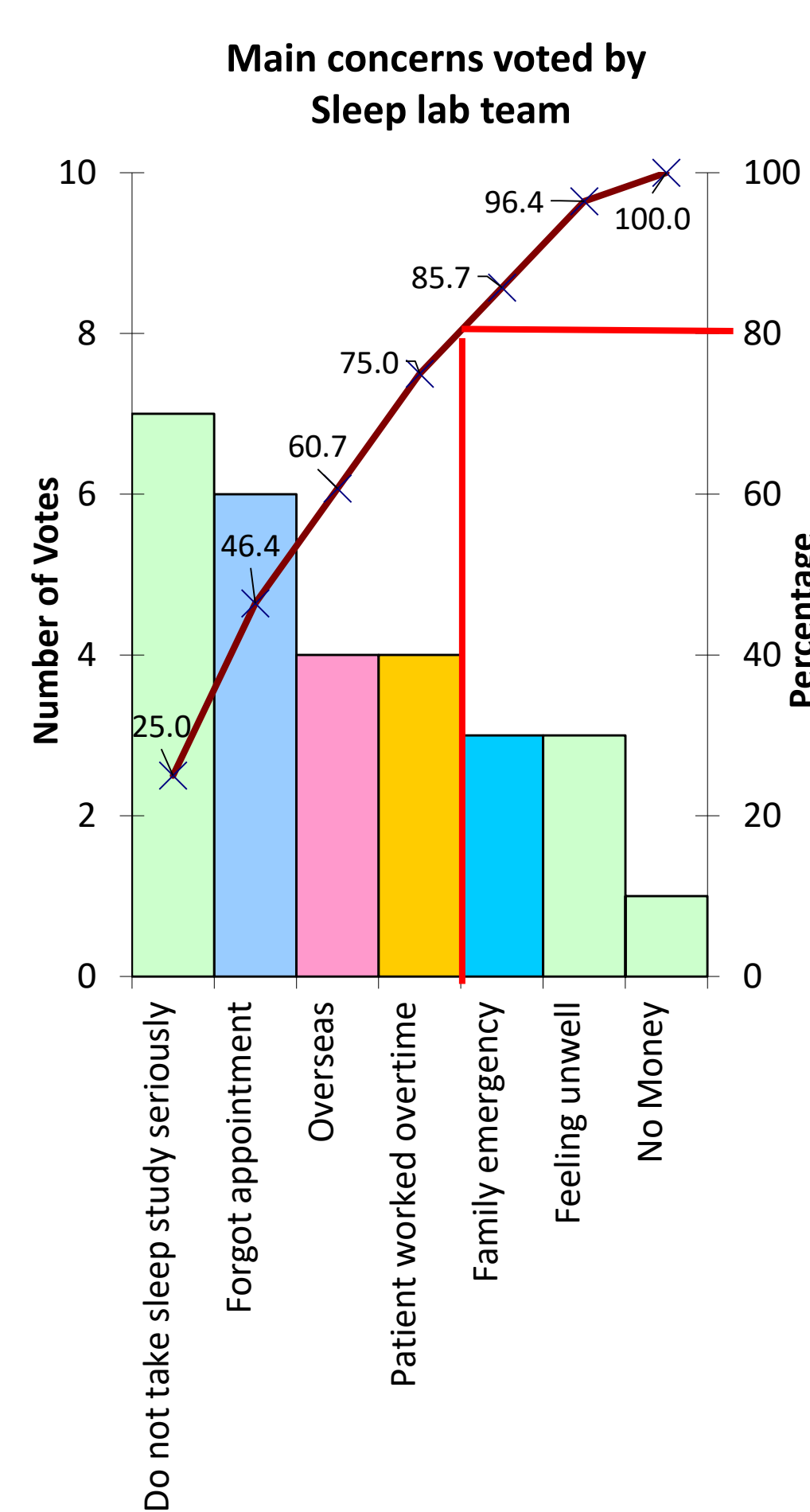
Workflow



Fishbone Diagram



Pareto Chart



Select Changes

Fishbone diagram & pareto chart showed that the causes for no-show was primarily due to patient's behavior (habitual no-show). Top causes & proposed solutions were summarised in the table below.

Top root causes	Possible Solutions
Patient do not take sleep study seriously	1. Collection of deposit for the booking of sleep study appointment
Patient forgot about the appointment	2. Penalise patients only in the event of no-show

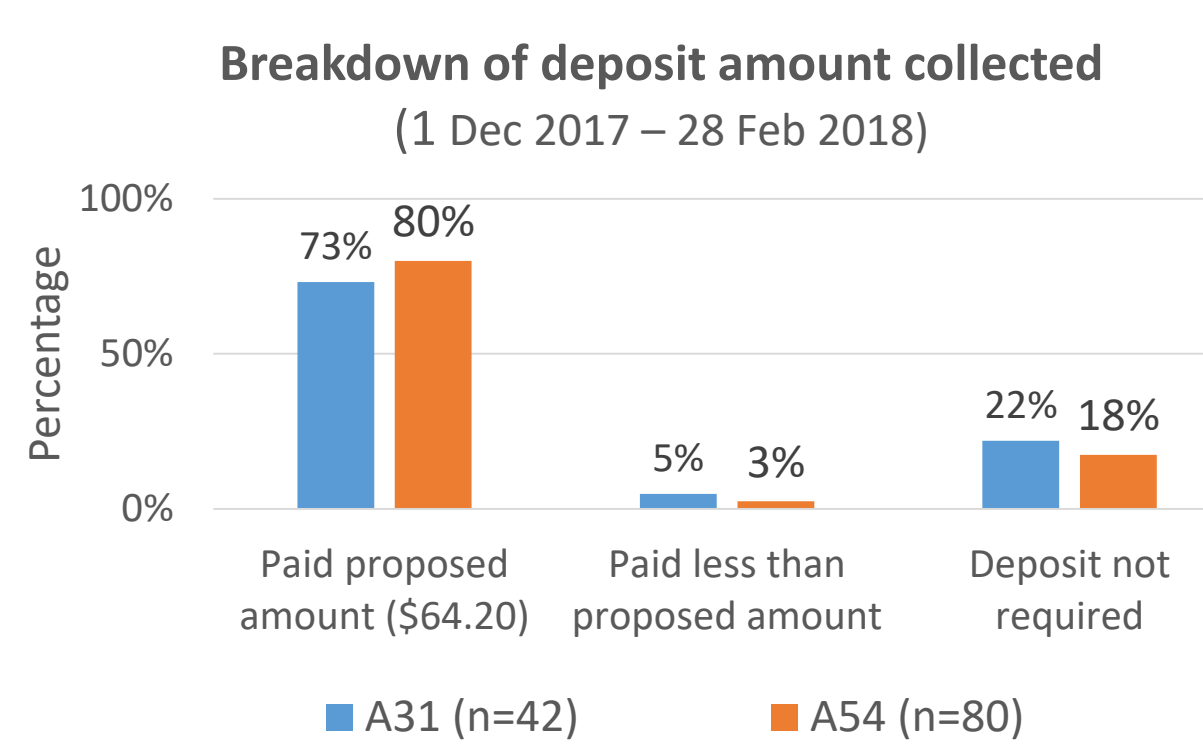
We decided to implement deposit collection because it increases patients' commitment for the sleep study and can relate to it positively as compared to penalising patients which may be seen as a punishment.

We designed the workflow, created the charge code, script and FAQs for patients and PSAs respectively. This was piloted in high referral service areas at A31 Sleep Medicine, A54 ENT & JMC ENT clinics. Deposits were forfeited in the event of no-show or late cancellation/rescheduling done in less than 5 working days.

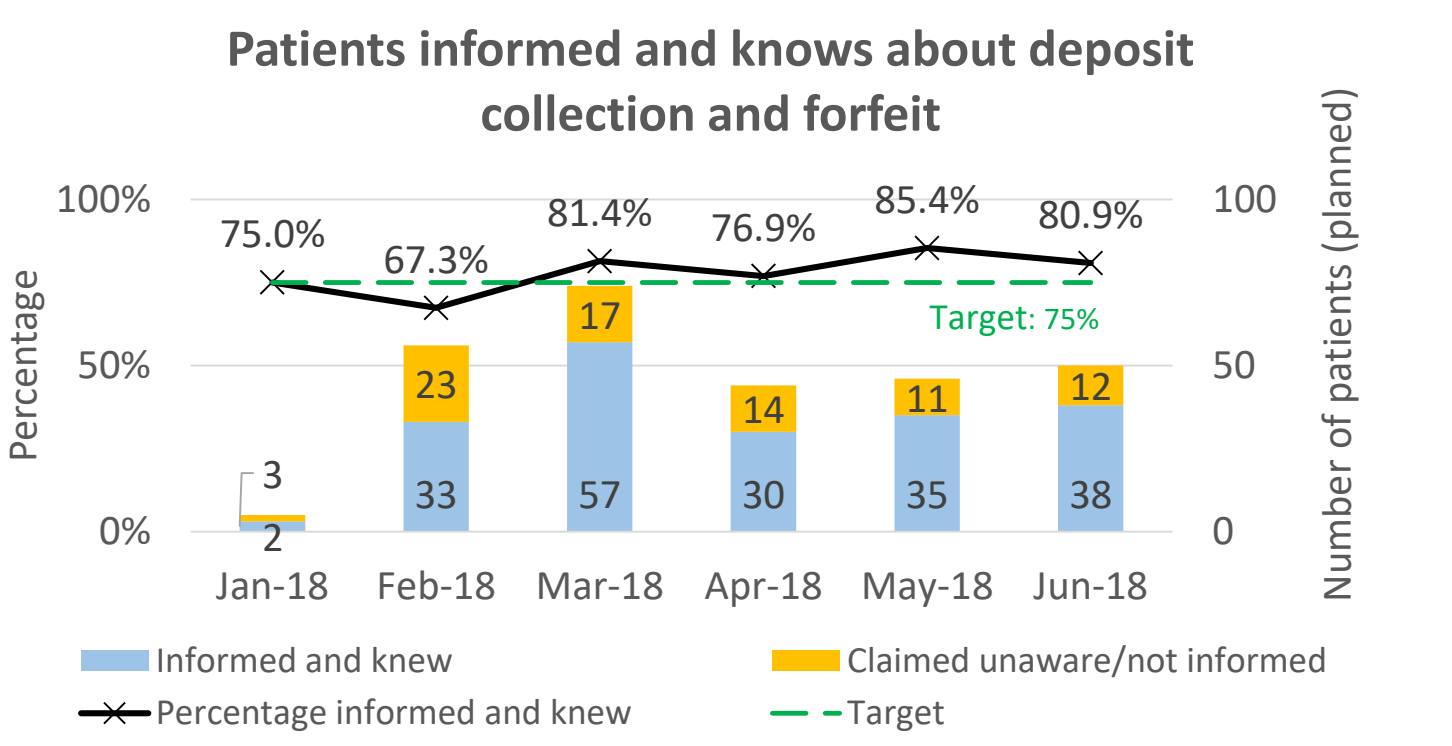
Test & Implement Changes

CYCLE	PLAN	DO	STUDY	ACT
1.1	Start deposit collection	Communication of workflow and collection of data	<ul style="list-style-type: none"> No patient rejected sleep study. Handful of patients not aware when refund will be received 	Revise communication to patient
1.2	Revise script and FAQs to FC PSAs	Continue to monitor data collected	<ul style="list-style-type: none"> Drop in no-show rate. Overall improvement in bed utilisation. 	Adopt change

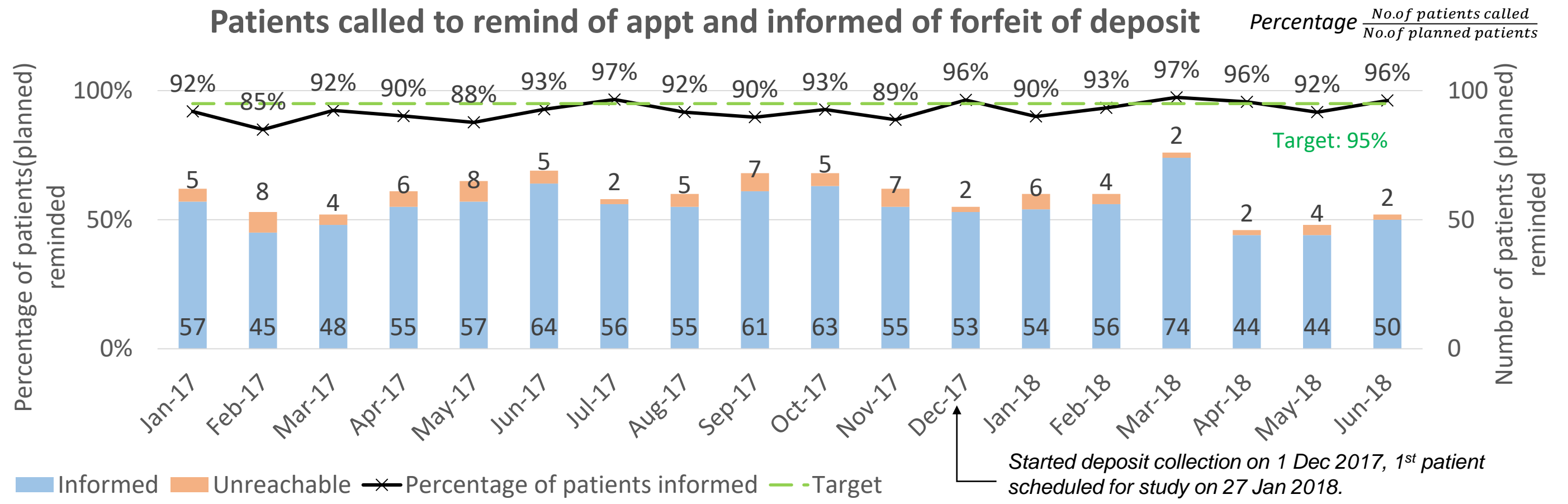
Balancing Measure 1: Percentage patients who rejected sleep study due to deposit collection. (Target = 0 patient) No patient rejected sleep study as of end Feb 2018.



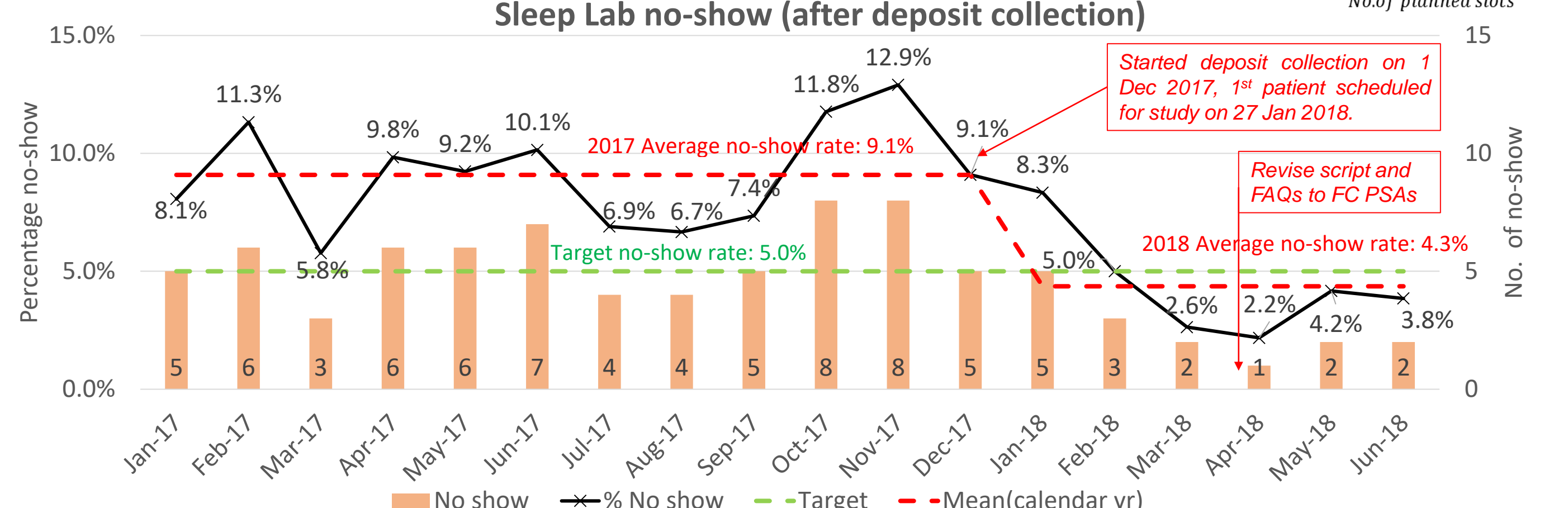
Process Measure 1: Percentage patients informed during FC and aware deposit collected will be forfeited in the event of no-show. (Target ≥ 75%)



Process Measure 2: Percentage of patients called to remind of appt and informed of forfeit of deposit. (Target ≥ 95%)



Outcome Measure 1: Percentage no. show rate in the calendar month. (Target ≤ 5%)



Learning Points

- Deposit collection is effective in improving the monthly no-show rate for sleep study by 51% from 9.1% to 4.3%.
- Sleep Lab average utilisation rate improved from 80.6% in 2017 to 89.2% (Jan-Jun 2018).

Acknowledgements We sincerely thank Finance, Business office, Service Operations, Quality, Innovation & Improvement & Contact Centre for their invaluable inputs in implementing the workflow. We also thank the rest of the Sleep Laboratory team members, Dr Sridhar V, Dr Adeline T. and Victoria M., for their contributions.