

Project Title

Streamlining Day Surgery Registrations in SOC

Project Lead and Members

- Lee Siau Huey (SC Ops, CGH)
- Tan Li Shan (SC Ops, CGH)
- Ngan Im Swan (SC Ops, CGH)
- Ng Jin Howe (IHIS, CGH)

Organisation(s) Involved

Changi General Hospital

Aims

- To streamline and reduce the steps required by the clinic PSA on a daily basis;
and
- To use only a single system, OAS system, to register the DS visits in SOCs

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Merit Award
(Operations Category)

Project Category

Care & Process Redesign

Keywords

Care & Process Redesign, Surgery, Process Improvement, Workflow Redesign, Cost Saving, Time Saving, Plan Do Check Act, Specialist Outpatient Clinics, Healthcare Administration, Changi General Hospital, Operations, Day Surgery, Registration, Patient Service Associates

Name and Email of Project Contact Person(s)

Name: Lee Siau Huey

Email: singaporehealthcaremanagement@singhealth.com.sg

If you're experiencing problems submitting your content, please contact the CHILD Administrator at CHILD@ttsh.com.sg



Introduction

At Specialist Outpatient Clinics (SOCs), some specialties (e.g. ENT, EYE, DER, SUR) would perform Day Surgery (DS) procedures in the clinic when required. On average, the SOC perform a total of 900 procedures per month, across 10 clinics.

Problems/Challenges

Prior to May 2019, when a DS procedure is performed at SOC, the following daily activities required a lot of effort and was cost and time consuming:

1. Clinic PSA would have to transact in 2 systems – SAP system for registering DS case, and OAS system for the patient's SOC outpatient appointments.
2. Clinic PSA would raise a yellow BO folder for every DS case
3. Clinic PSA would open/close counter in 2 systems at the start/end of the day, and reconcile the cash collections deposited
4. Clinic senior would reconcile the payment amounts collected in 2 systems, and complete the Handover Summary Report

Aims

- To streamline and reduce the steps required by the clinic PSA on a daily basis; and
- To use only a single system, OAS system, to register the DS visits in SOC

Results

1. Eliminated the need to open and close SAP counter at 10 clinics across 16 counters - Est. total time-savings of **56 hrs/mth**
2. Reduction in total time taken across all clinics to register DS visits - Est. total time-savings of **45 hrs/mth** (Avg 900 visits/mth)
3. Reduction in time taken to perform reconciliation for SAP counter across 10 clinics – Est. total time-savings of **7 hrs/mth**
4. Reduction in number of BO folders used by 690/mth across 10 clinics (Est. cost saving of **\$145/mth**)
5. Eliminated need to apply for SAP account for new staff in DS-clinics, for **75** staff (from May-2019 till Sep-2019)

Conclusion

- Improved staff productivity with a streamlined and straightforward process
- Clinic PSA no longer need to open and close the counters in 2 different systems -> no need to learn SAP
- Enabling clinic PSA to focus on other duties in the clinic such as billing and appointment making.

Methodology

PLAN (Dec 2014 – May 2017): Cross-dept workgroup (SC Ops, BO, FIN & IHIS) was formed to brainstorm solutions, gather requirements & document the functional specifications for system changes.



ACT (Mar – May 2019): SC Ops conducted training to all stakeholders and staff. Day Surgery in OAS was launched in 1 May 2019 to all clinics.

DO (May 2017 – Dec 2018): Based on the user requirements, OAS was then enhanced in UAT environment and initial UAT was conducted by SC Ops, FIN, BO & MRO collaboratively. SC Ops also reviewed the process workflow with BO.

CHECK (Jan – Apr 2019): The team performed rigorous UAT to ensure that the solution developed was able to meet the requirements. A mock run of the patient journey was performed to walkthrough the processes and to ensure the systems were ready prior to the full implementation. Checklists and issues tracking were done to ensure project completeness.



Changes to the workflow:

