

CHI Learning & Development System (CHILD)

Project Title

Streamlining Day Surgery Registrations in SOC

Project Lead and Members

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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



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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

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Streamlini Singapore Healthcare Management 2021





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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 SOCs 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 SOCs

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:

Before

PSA logs in to OAS & opens OAS counter (2 min)

PSA logs in to SAP & opens counter (2 min)

PSA updates non-billable code to the OAS visit created (1 min)

PSA creates Day Surgery case In SAP (6 min)

PSA closes counter in SAP (8 min)

PSA closes OAS counter (5 min)

Senior PSA perform Handover reconciliation for SAP & OAS (5 min)

Raise 1 BO folder per Day Surgery Visit

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After

PSA logs in to OAS & opens OAS counter (2 min)

Eliminated step to open SAP counter = 2 mins / counter / day

PSA updates non-billable code to the OAS visit created (1 min)

PSA creates Day
Surgery case In OAS
(3 min)

Reduction in time taken to create the DS case in OAS = 3 mins / case

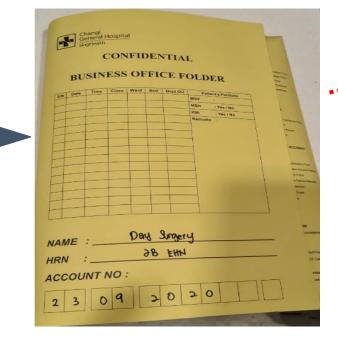
Eliminated step to close SAP counter = 8 mins /counter/day

PSA closes OAS counter (5 min)

Senior PSA perform
Handover
reconciliation for
OAS (3 min)

Reduction in time taken to perform Handover reconciliation = 2 mins / clinic

Only 1 BO folder raised per clinic per day



Reduction in number of BO folders used from 1 per case to 1 per clinic per day -> Reduced 690

folders / mth

over 10 clinics