Re-designing SOC Workforce and Operations

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Aim

To restructure and streamline KTPH clinic management and operational model to standardize systems and improve processes.

This initiative will also allow nurses to practice at the top of their license, thereby optimizing patient care and prepare KTPH to forge ahead for nurse-led ambulatory care procedures.

Background

Historically, Nurse Managers functioned as Clinic Managers in Specialist Outpatient Clinics (SOC) running day to day operations. A small team of Operations manpower supports whole of operational matters such as infrastructure development, IT systems, registration, billing and payment issues.

To optimise nursing manpower and restructure clinic management, Operations took charge as Clinic Managers in phases from various clinics. PSAs were retrained and identified to take on more leadership roles within clinics for nurses to focus on nurse-led procedures. Nurses were sent for training to take on more nurse-led procedures as they relinquished operational management.

Team Members

Name	Designation	Department
Fatimah Moideen Kutty	Director	Operations Admin
Jolia Low Hui Yu	Assistant Director	SOC Services/A & E Care Centre
Sharon Fun	Assistant Director Nursing	Nursing
Carol Ng Kwee Hiang	Senior Nurse Clinician	Nursing
Dowenn Luah	Senior Manager	SOC Services
Eric Sia	Senior Manager	SOC Services
Aaden Lim	Manager	SOC Services
Kong Ka Hei	Asst. Manager	SOC Services
Stephanie Ong	Asst Manager	SOC Services
Anddi Goh	Asst Manager	SOC Services
Janice Lim Xiao Yuan	Sr. Executive	SOC Services
Sharen Tan Xueni	Sr. Executive	SOC Services
Siti Nuraisjah Bte Jasman	Executive	SOC Services
Vernice Tan Rou Jie	Executive	SOC Services
Fanny Ng Siang Leng	Executive	SOC Services
Zechariah Sean Lau	Executive	SOC Services

Interventions / Implementation

1. Clinic Structure and Process Redesign

- All Clinic PSAs reporting officers were re-assigned to Operations Clinic Managers. Supervisory role for PSA was established within each clinic, providing growth and support to ensure consistent performance and high standards of service.

- Job responsibilities within the clinic were reassigned to enhance workflow efficiency and ensure a balanced workload across staff.

- Clinic scheduling templates and criteria were designed and refined to streamline the appointment scheduling process and allow better clinic slots management.

- Clinic operating hours were reviewed and adjusted to better align with resource availability.

2. Staff Engagement

- Focus groups and regular engagement sessions were held with PSAs for relationship building, promote open communication and support collaborative problem-solving.

Onward 2026

- Improving efficiency of SOC can allow greater access for patients to ambulatory care, minimise NHG Out of Network (OON) referrals and in turn increase elective load for the hospital.

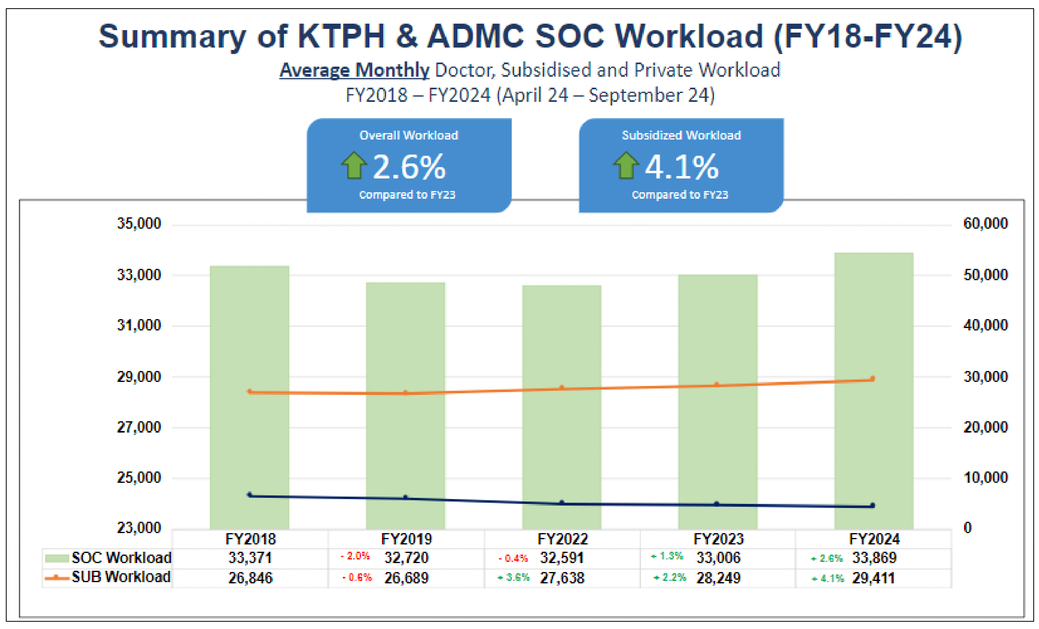
- A reduction in PSA attrition rate is indicative of improved staff well-being and operational resilience.

- Various standardisation of process: issuance of memo, booking of TCUs, booking of First Visit (FV) Appointments, EPIC template etc resulted in improved overall processes and enable effective management of increase in workload. This contributes to Operational Resilience.

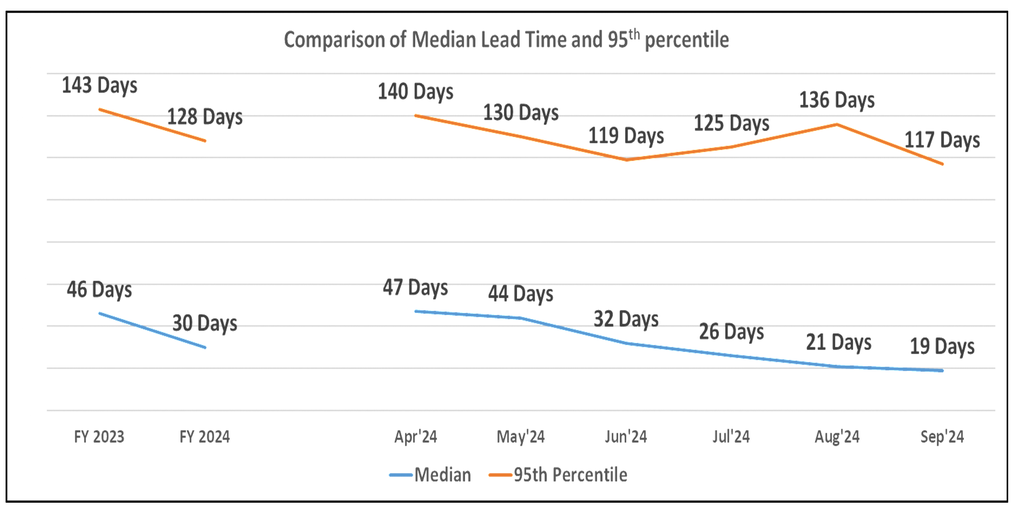
- Reduction in lead time improves access to care , enhancing quality and patient safety.

Results & Outcomes

1. SOC workload increased by 2.6% compared to FY23 despite opening of WH.



2. SOC First Visit median lead time has improved by 58.7% to 19 days by Sept 24 compared to FY23.



3. No show rate has reduced from 24% in Apr 23 to 16.6% in Sep 24.
4. PSA attrition rate has reduced from 48% in FY22 to 10.7% in Sep 24.
5. MOH PES for SOC has improved by 1.1% to 91.2% in 2024.

Conclusion

Restructuring clinic management model through streamlining and standardization of processes will create a more efficient, effective and patient centric healthcare environment. This can position SOC for sustainable growth and enhanced quality of service for patients, as well as better experience for both patients and staff.