

# CARDIOLOGY CLINIC NO SHOW MANAGEMENT

- SAFETY
- PRODUCTIVITY
- PATIENT EXPERIENCE
- QUALITY
- VALUE

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## 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%.

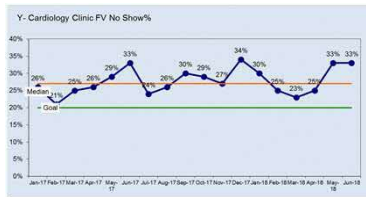
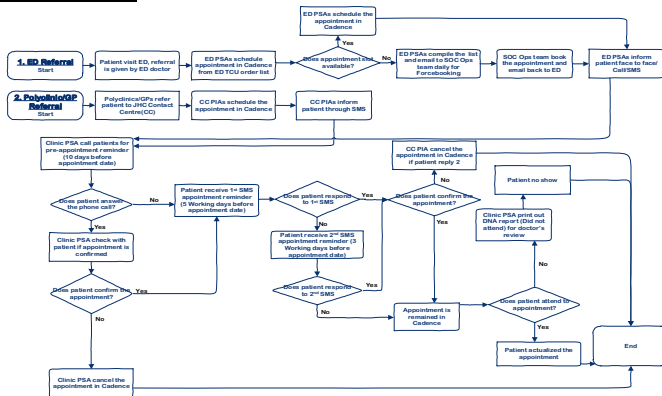


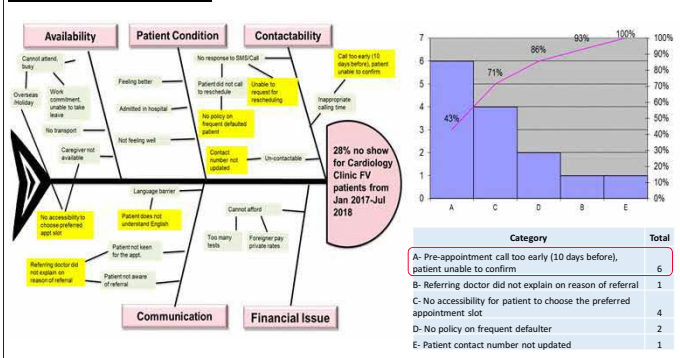
Figure 1: Cardiology Clinic FV No Show Rate (Jan 2017 – Jun 2018)

## Analyse Problem

### Current Process



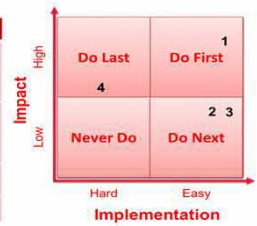
### Probable Root Causes



## Select Changes

### Probable Solutions

Root Cause	Potential Solutions
Root Cause A	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.
Pre-appointment call too early (10 days before), patient unable to confirm	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)

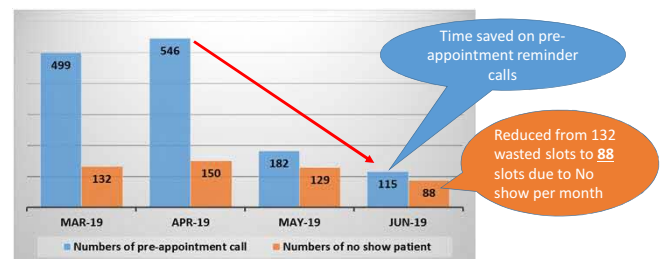


Figure 3: Numbers of pre-appointment reminder call & no show patient/month (Mar – Jun 2019)

## 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.