

# REDUCING TIME TAKEN FOR VOLUNTARY NURSING HOME APPLICATIONS IN JURONG COMMUNITY HOSPITAL

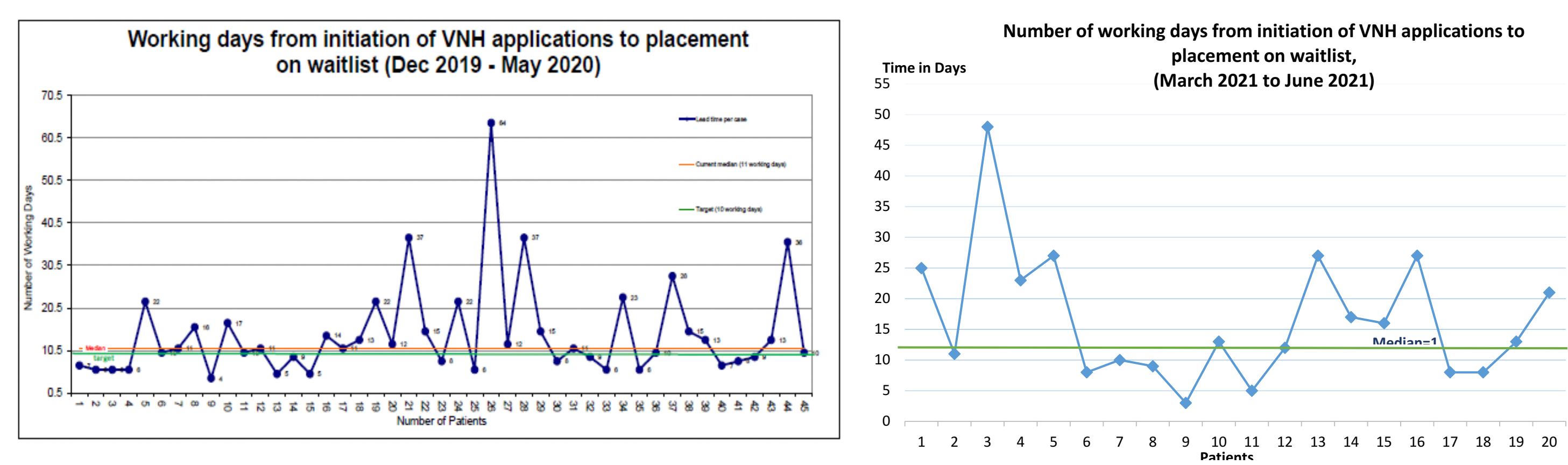
- CARE REDESIGN
- WORKFORCE TRANSFORMATION
- AUTOMATION, IT, ROBOTICS INNOVATION

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## 1. Define Problem, Set Aim

Between December 2019 to May 2020, only 46.7% of Voluntary Nursing Home (VNH) applications initiated in Jurong Community Hospital (JCH) were placed on the waitlist within 10 working days. This inevitably resulted in a delay in right siting of patients' care and longer length of stay for patients. The hospital tried some interventions to improve the problem. However, based on the data from March 2021 to June 2021, only 35% of Voluntary Nursing Home (VNH) applications (20 patients in total) were placed on the waitlist within 10 working days from application initiation.

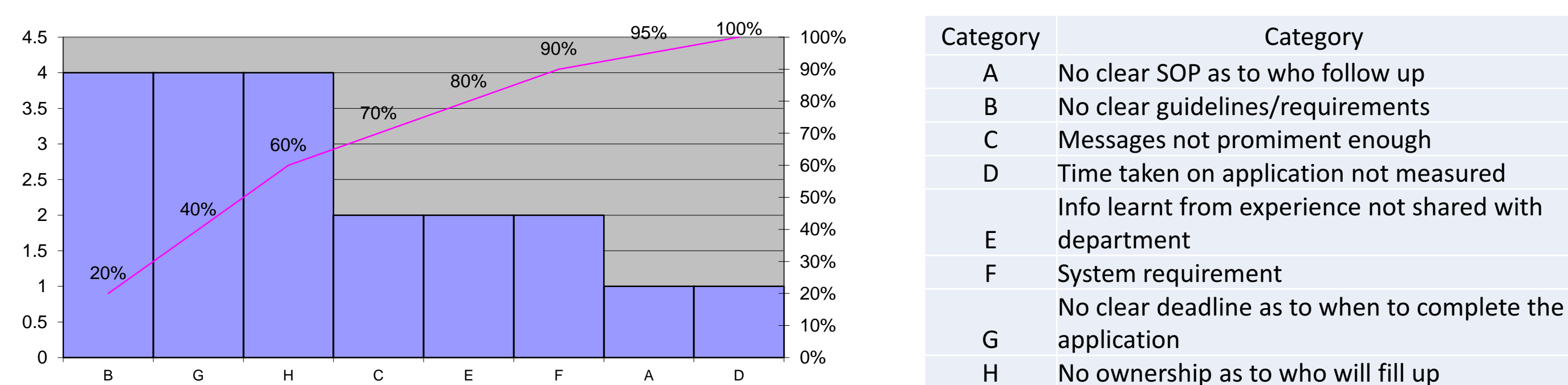
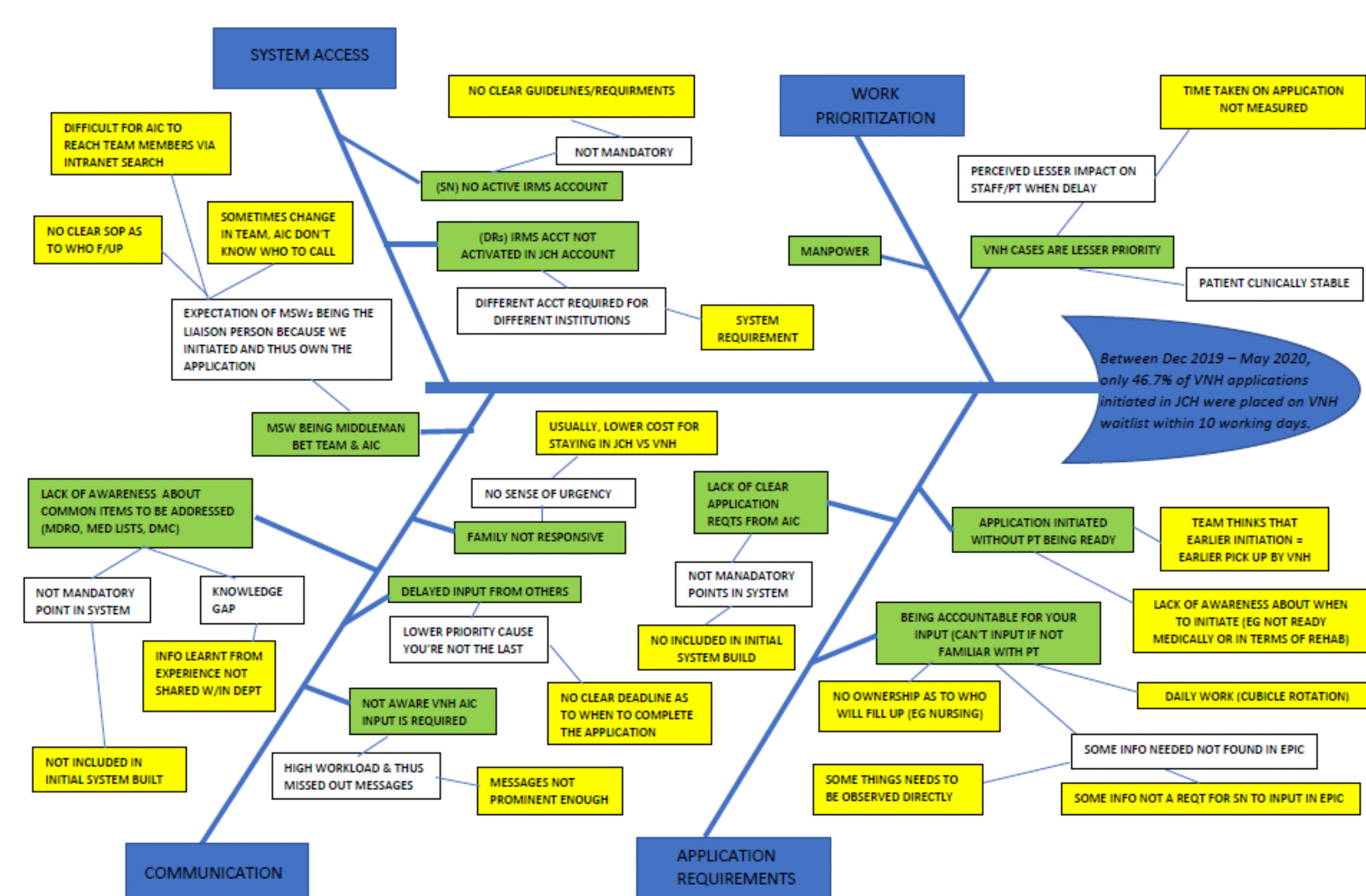
Hence, a team, including members from the hospital's multi-disciplinary team and representative from the Agency for Integrated Care (AIC), was set up to examine the issue in depth using the Quality Improvement methodology.



**Aim**  
The team aims to increase the percentage of VNH applications which are placed on the waitlist within 10 working days from application initiation to 70% by January 2022.

## 2. Strategy for Change

**Problem Analysis**  
The team examined the process map and fishbone diagram to brainstorm on the potential reasons for the delay in placing on the waitlist.

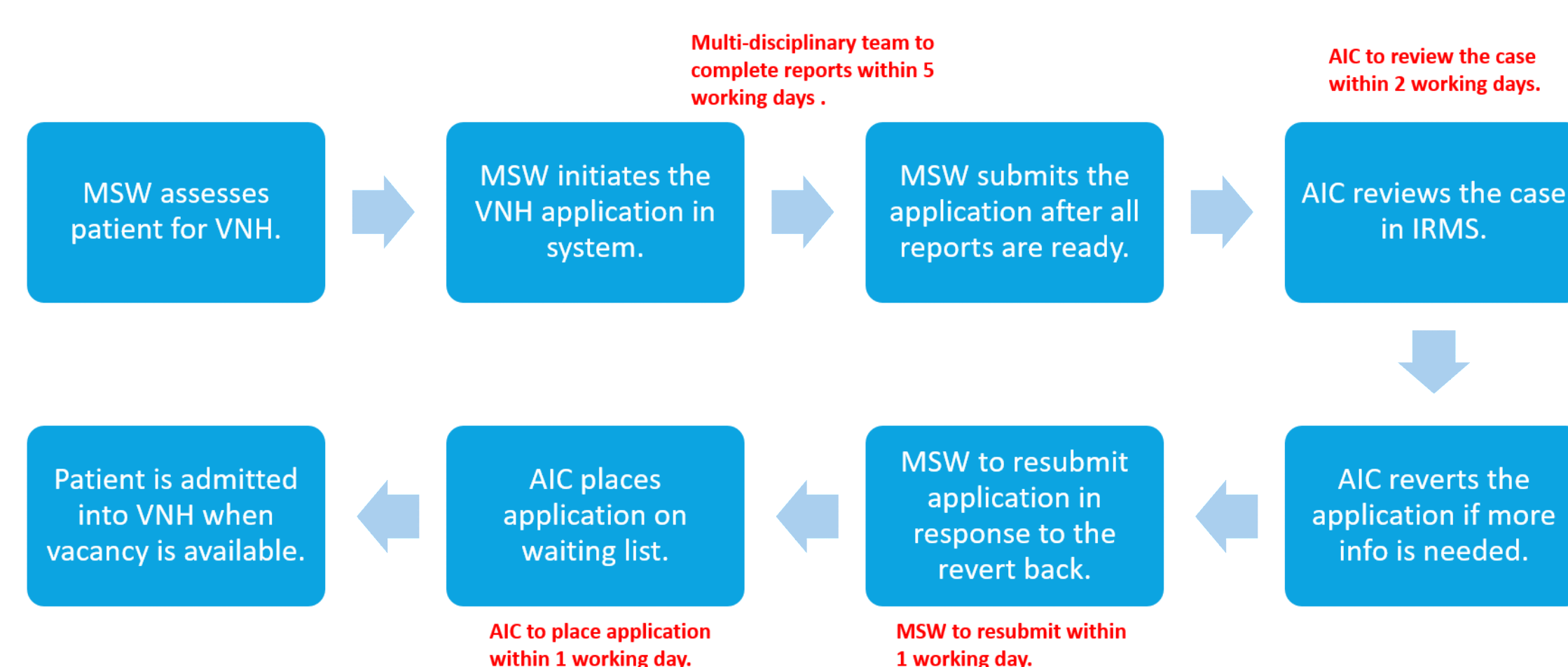


The team completed the Pareto chart and decided to focus on the solution of setting clear timelines which can target the top root causes.

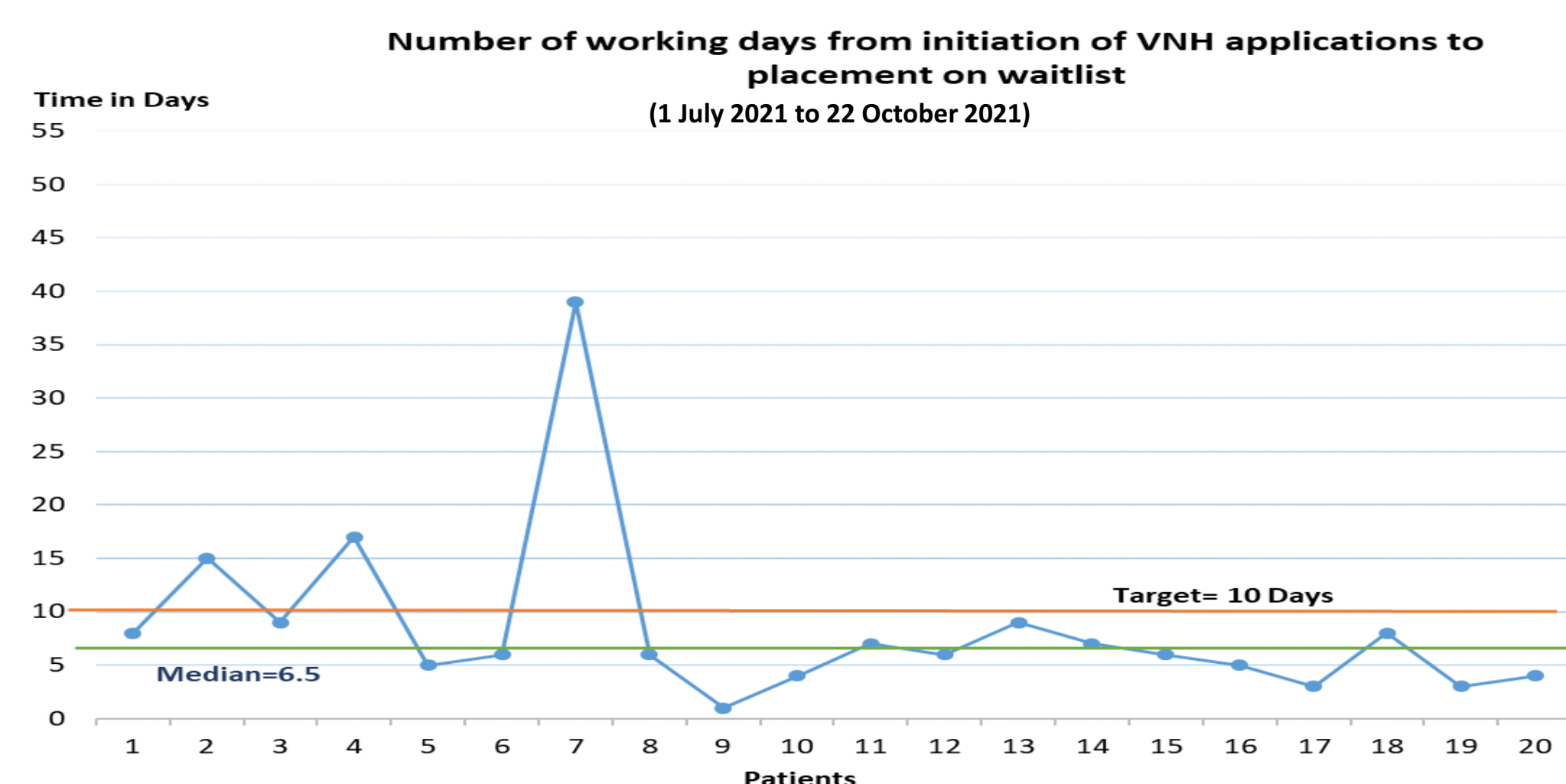
## 3. Interventions and Results

The team members set clear timelines for VNH applications:

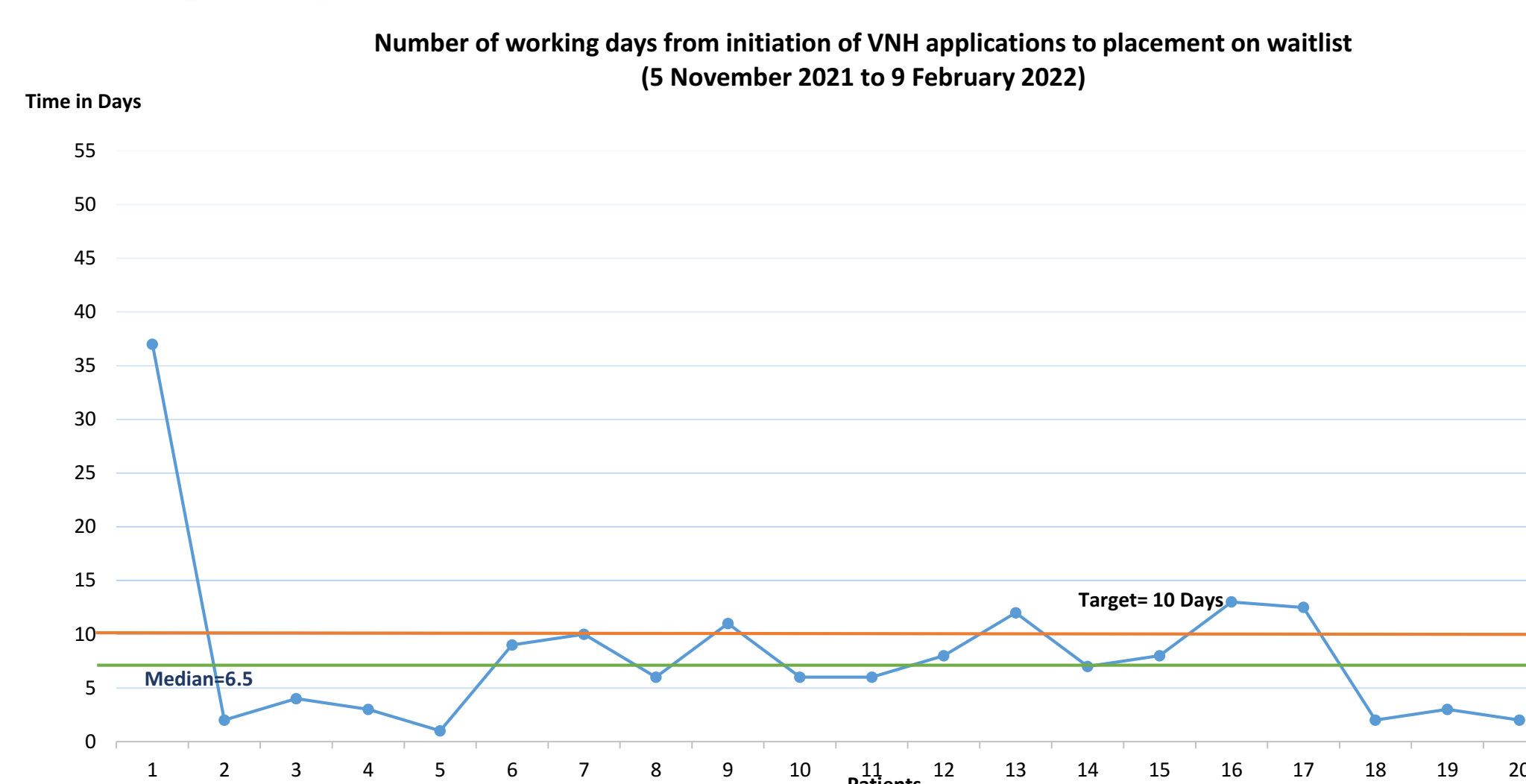
- For VNH applications to be submitted to AIC within five working days upon initiation of application.
- For AIC to review the application and respond (either revert or approve and place on waitlist) within two working days.
- For team to respond to AIC's revert (if applicable) within one working day.
- For AIC to respond to the amendments (either revert another time or approve and place on waitlist) within one working day.



**Results**  
From the first data set, 85% of our VNH applications from the first PDSA cycle were placed on the waitlist within 10 working days from initiation.



To test sustainability, we collected the second data set. 75% of our VNH applications (20 patients in total) were placed on the waitlist within 10 working days from initiation.



## 4. Learning Points

We learnt that it is important to be systematic in how we implement change. By going through the root cause analysis, it helped us identify issues that are unique to JCH. In addition, the methodical process of analysing problem and choosing solution enabled us to better appreciate how that particular solution will help in improving the process.

Moreover, we learnt that multi-stakeholder partnership is essential in ensuring sustained success in resolving issues. Besides engaging the heads of departments to gain their buy-in, we also identified "champions of change" in the key stakeholder groups so that they can help to drive the change. This helped in the sustainability of the change as both the senior and junior staff assisted to influence change in their respective departments.