

Achieving and Sustaining CCC Service Levels!

Chua S.Y. , Lim C.K. , Hoe W.J. , Oh T.F. , Abeda S.H. , N Rusydiah S. ,
Habsah S. , Lim C.P. , Tan X.W. , Chia M.F
Customer Contact Centre (CCC)
Khoo Teck Puat Hospital

Background

For all Customer Contact Centres (CCC), the measurement of Call Abandon Rate (CAR) is one of the key performance indicator. It is the percentage of calls abandoned by callers before connecting to a call agent. For KTPH, the CAR for 2021 & 2022 were 23% and Jan to Aug 2023 was at 11.4%.

Aim

The department's goal was to bring down the CAR to <4% of total inbound volume and be one of the best contact centre in the healthcare industry.

Interventions & Implementation Strategies

1. Work Process Optimisation

Streamlined inter-department processes (SOC, A&E & MRO) and call handling processes to reduce wait times.

Impact: Faster resolution of calls, leading to fewer abandoned calls.

2. Resource Optimisation

Reallocated staffs based on peak call times, demand forecasting and advance leave planning.

Impact: Improved resource availability during high-demand periods, reducing CAR.

3. Training and Development

Retrained staffs on new standards with regular coaching sessions to enhance skills of call centre agents.

Impact: Increase agents' efficiency and effectiveness, resulting in quicker call resolutions and higher customer satisfaction.

4. Technology Upgrade

Implemented automated messages to encourage callers to self-help and call queue threshold for better customer experience on Interactive Voice Responses (IVR). Created color-coding on call agent's wallboard for visible and transparent management.

Impact: Reduced call handling time, improved callers experience leading to a lower CAR.

5. Planned Attrition

Planned and managed staff performance, right-site work scopes based on abilities, strategic hiring and succession planning.

Impact: Maintained a balanced and healthy workforce, ensuring consistent work standards.

6. Great Game of CCC

Introduced games to motivate staffs with a stake in the outcome for staffs to gain small wins along the way and gradually the big win in achieving department goals.

Impact: Fun working environment and created an engaged workforce.

Results & Outcomes 1

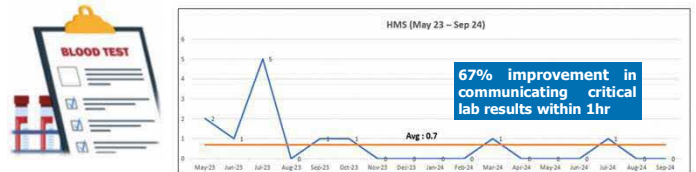
The graph below shows the improvement and how we have sustained the CAR. The average CAR for 2024 is **2.56%**



Results & Outcomes 2

Increase Productivity and Patient Satisfaction	April 2023	September 2024	Improvements
Average Call Queue Time	245 secs	36 secs	85%
Average speed of answering calls	321 secs	34 secs	89%
Turnaround time for email/ Health hub response	14 days	3 days	79%
Patient Satisfaction Survey	94.1%	97.8%	3.7%
Complains (per month)	3.4	1.3	62%
Compliments (per month)	2.8	12.2	336%

While answering calls promptly improves patient experience, CCC is responsible for ensuring patient safety by handling sensitive information accurately, coordinating time-sensitive communications on Critical Lab results & Emergency Activations for the entire hospital.



Savings / Cost Avoidances:

The technology upgrade cost for IVR enhancement was <\$4000. The technology upgrade to enhance the wall board had zero cost as we modified the existing system with color-coding for better visuals.



Onward 2026

Improving and Sustaining Quality & Safety

Customer Contact Centre (CCC) serves as the public front-door for KTPH as we interface with the patients and next-of-kin directly with the organisation. We look forward in setting the tone to become Singapore's "Hospital of Choice" through Continuous and Never-Ending Improvements (CANI), focusing on patient's safety and experience.

Conclusion

The transformation of KTPH CCC service operations has successfully delivered consistent and sustainable results at minimal cost to improve patient experience, safety and intra-hospital communications.

This marks a milestone for KTPH CCC as we have achieved well above industry standards of **<5%**.