Improving Claims Reimbursement Turnaround Time

Singapore Healthcare Management 2022

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1. Background

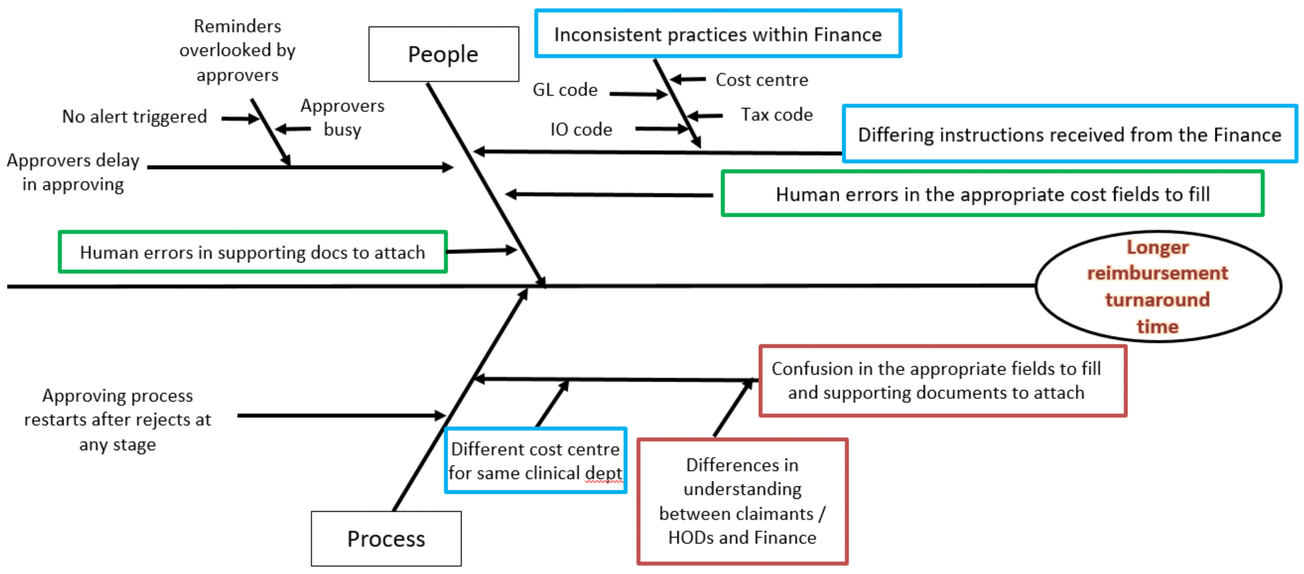
The department raises a significant number of claims for various meetings & events from different cost centres every month. Out-of-pocket amount accumulated by staff can be significant especially with rejects, leading to longer reimbursement turnaround time.

2. Objective

The project aims to reduce average reimbursement turnaround and number of rejects, which in turn helps to

- Improve process and efficiency
- Reduce staff's out-of-pocket amount
- Benefit users from other departments

3. Root Cause Analysis



The possible root causes were identified using the Fishbone Diagram above. The team decided to address confusion in the appropriate fields to fill and differences in understanding between claimants and Finance.

4. Solution

Step 1: All possible claims raised by the department, with the fields to fill and supporting documents to attach, were consolidated into an excel file (Diagram 1).

Step 2: The list of claims was then reviewed by Finance to ensure accuracy.

Step 3: A user interface was developed to display the relevant fields and support documents required based on the dropdown list selected (Diagram 2). All information is populated from the list of claims (Step 2).

Diagram 1: List of Claims (Reviewed by Finance)

Purpose	Claim for	Event / From	Lookup	GL Cod	Expense Type	Expense Type Description / GL Description	Cost Centre / Routing	IO Code	Supporting Documents	Remarks
Refreshment Claim	OMS	Celebration (For > $5/pax)	Refreshment ClaimsOMSCelebration (	22580000	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-O	7587000	Not Required	Receipt, Attendees List, HOD Ap	No Remarks
Staff Welfare	OMS	Wreath/Baby/Marriage Gift from Dept	Staff WelfareOMSWreath/Baby/Marria	22580000	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-O	7587000	Not Required	Receipt, HOD Approval Email	Indicate name of staff
Staff Welfare	Ortho	Farewell	Staff WelfareOrthoFarewell	22580010	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-O	7586000	Not Required	Receipt, Attendees List, HOD Ap	No Remarks
Refreshment Claim	Ortho	Celebration (For > $5/pax)	Refreshment ClaimsOrthoCelebration	22580010	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-O	7586000	Not Required	Receipt, Attendees List, HOD Ap	No Remarks
Staff Welfare	Ortho	Wreath/Baby/Marriage Gift from Dept	Staff WelfareOrthoWreath/Baby/Marri	22580010	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-O	7586000	Not Required	Receipt, HOD Approval Email	Indicate name of staff
Refreshment Claim	RD	Celebration (For > $5/pax)		22580020	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-RI	2010000	Not Required	Receipt, Attendees List	For claims above $5 per pax
Staff Welfare	RD	Farewell	Staff WelfareRDFarewell	22580020	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-RI	7585000	Not Required	Receipt, Attendees List, HOD Ap	No Remarks
Refreshment Claim	RD	Celebration (For > $5/pax)	Refreshment ClaimsRDCelebration (F	22580020	NDC-DEPARTMENTAL FU	NDC-DEPARTMENTAL FUND-RI	7585000	Not Required	Receipt, Attendees List, HOD Ap	No Remarks
Staff Welfare	Ortho	Birthday	Staff WelfareOrthoBirthday	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7586000	DK22BDFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	Ortho	Staff Engagement	Staff WelfareOrthoStaff Engagement	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7586000	DK22SEFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	Ortho	Wreath/Baby/Marriage Gift from Centre	Staff WelfareOrthoWreath/Baby/Marri	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7586000	D9SW-GIFTHR_	Receipt	No Remarks
Staff Welfare	OMS	Birthday	Staff WelfareOMSBirthday	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7587000	DK22BDFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	OMS	Staff Engagement	Staff WelfareOMSStaff Engagement	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7587000	DK22SEFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	OMS	Wreath/Baby/Marriage Gift from Centre	Staff WelfareOMSWreath/Baby/Marria	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7587000	D9SW-GIFTHR_	Receipt	No Remarks
Staff Welfare	DO	Birthday	Staff WelfareDOBirthday	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7584500	DK22BDFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	Endo	Staff Engagement	Staff WelfareEndoStaff Engagement	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7585100	DK22SEFUNDHR	Receipt, Staff Namelist	No Remarks
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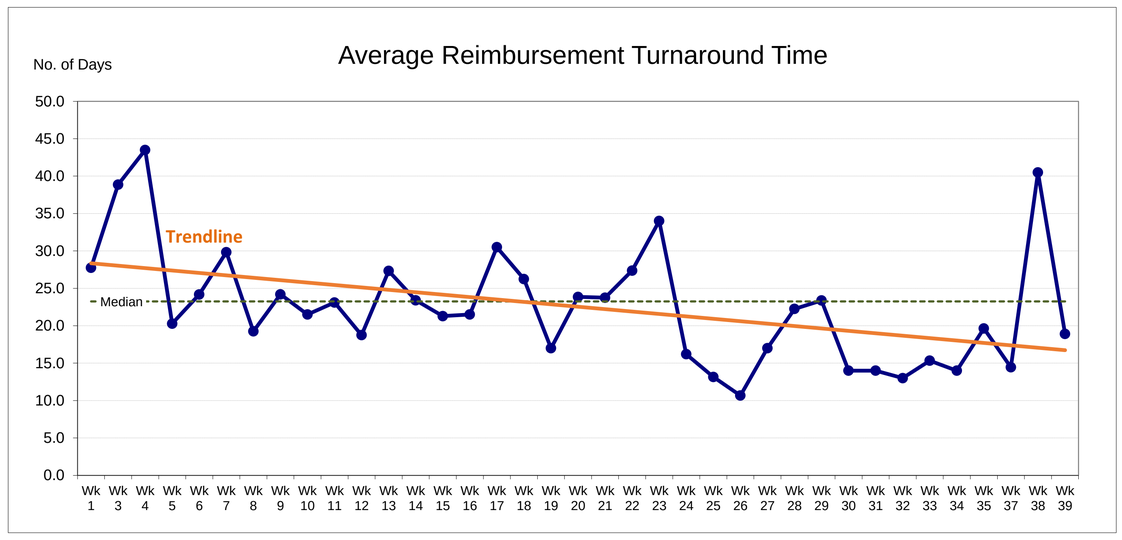
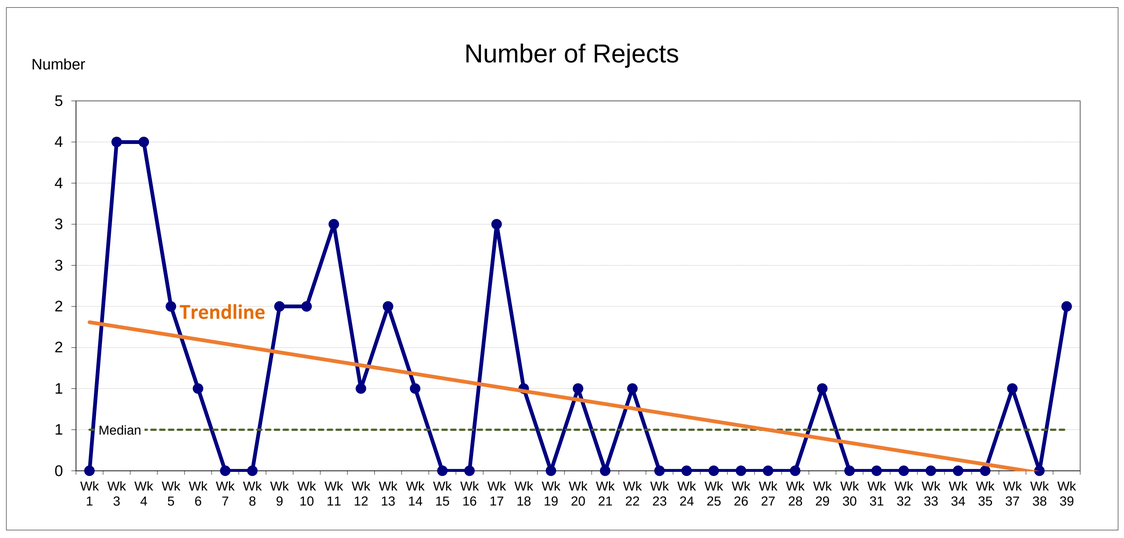
Staff Welfare	OHT	Staff Engagement	Staff WelfareOHTStaff Engagement	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	2039000	DK22SEFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	GSDC	Staff Engagement	Staff WelfareGSDCStaff Engagement	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	8080000	DK22SEFUNDHR	Receipt, Staff Namelist	No Remarks
Staff Welfare	RD	Wreath/Baby/Marriage Gift from Centre	Staff WelfareRDWreath/Baby/Marriag	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7585000	D9SW-GIFTHR_	Receipt	Indicate name of staff
Staff Welfare	Endo	Birthday	Staff WelfareEndoBirthday	51520050	STAFF BENEFITS-OTH	OTHER STAFF WELFARE	7585100	DK22BDFUNDHR	Receipt, Staff Namelist	No Remarks

5. Results

To determine the effectiveness of the solution, the average reimbursement turnaround time and number of rejects were monitored pre- and post-intervention.





The average reimbursement turnaround time and average rejects reduced by 24.2% (5 days) and 62.2% respectively after implementation of the interventions.

6. Conclusion

The effective interventions were successful in reducing reimbursement turnaround time and number of rejects, and in turn helped to improve process and efficiency. Moreover, they

a) were simple to use and had big impact on productivity.

b) This solution can then be easily scaled up to benefit other departments in NDCS.

4. Solution (cont'd)

Diagram 2: User Interface

Step 1: Please select the fields (coloured beige) from the dropdown list

Purpose	Claim for which department	Event
Refreshment Claims	Perio	Journal Club

Step 2: Input the relevant fields in the ePRF Claims form

Inputs	
GL Code	55507010
Expense Type	REFRESHMENTS
Expense Type Description / GL Description	REFRESHMENTS
Cost Centre / Routing	7010000
IO Code	DZDUKCFY21ED
Supporting Documents Required	Receipt, Attendees List
Remarks	To print a copy and pass to ACP Office for filing
Tax Code*	I7: with GST, IN: w/o GST

* For carpark coupons and insurance receipts to input IN.