



Problem Statement

Gleneagles Hospital Singapore observed that more than 90% of the patients experienced prolonged wait times for admission in the Endoscopy Centre during the peak period between 7 a.m. to 10 a.m., often exceeding 30 minutes.

Significance of the Issue

Extended wait times for admission in the Endoscopy Centre leads to decreased patient satisfaction and disruptions in scheduled procedures. Patients who wait too long may miss their scheduled procedure time slots and result in cancellations, which can also lead to decreased efficacy in operations as planned resources and booked facilities booked are adversely affected.

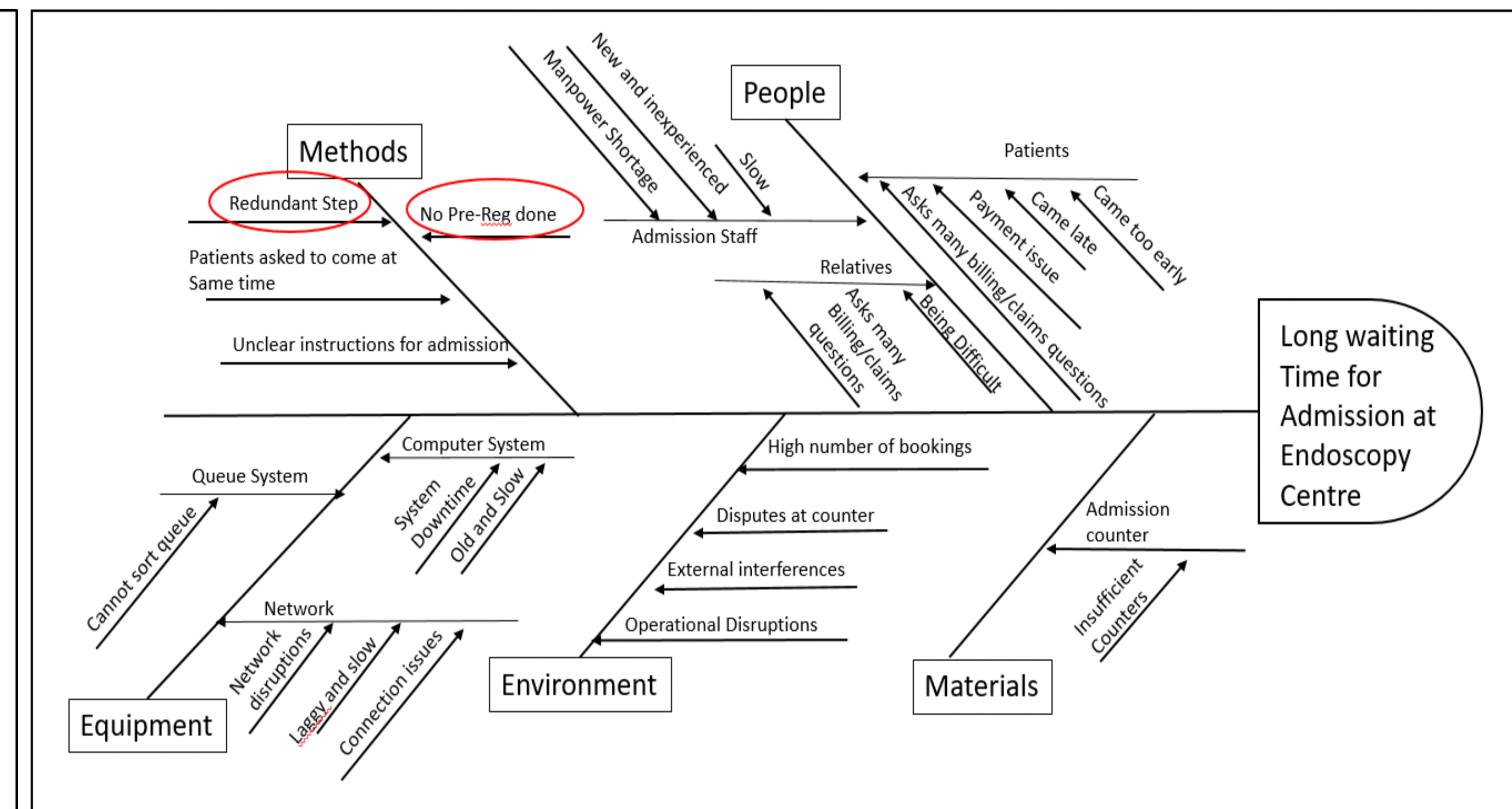
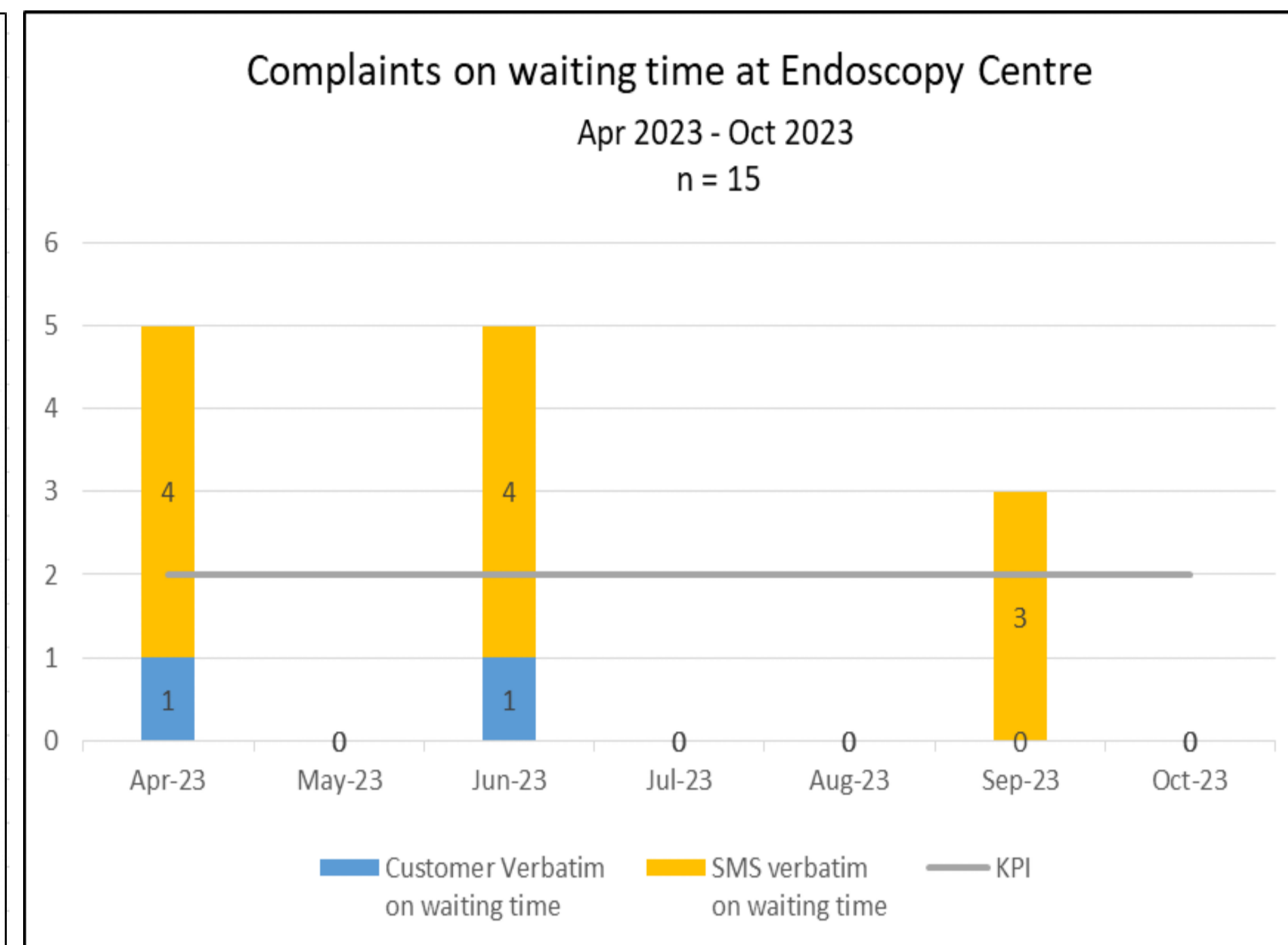
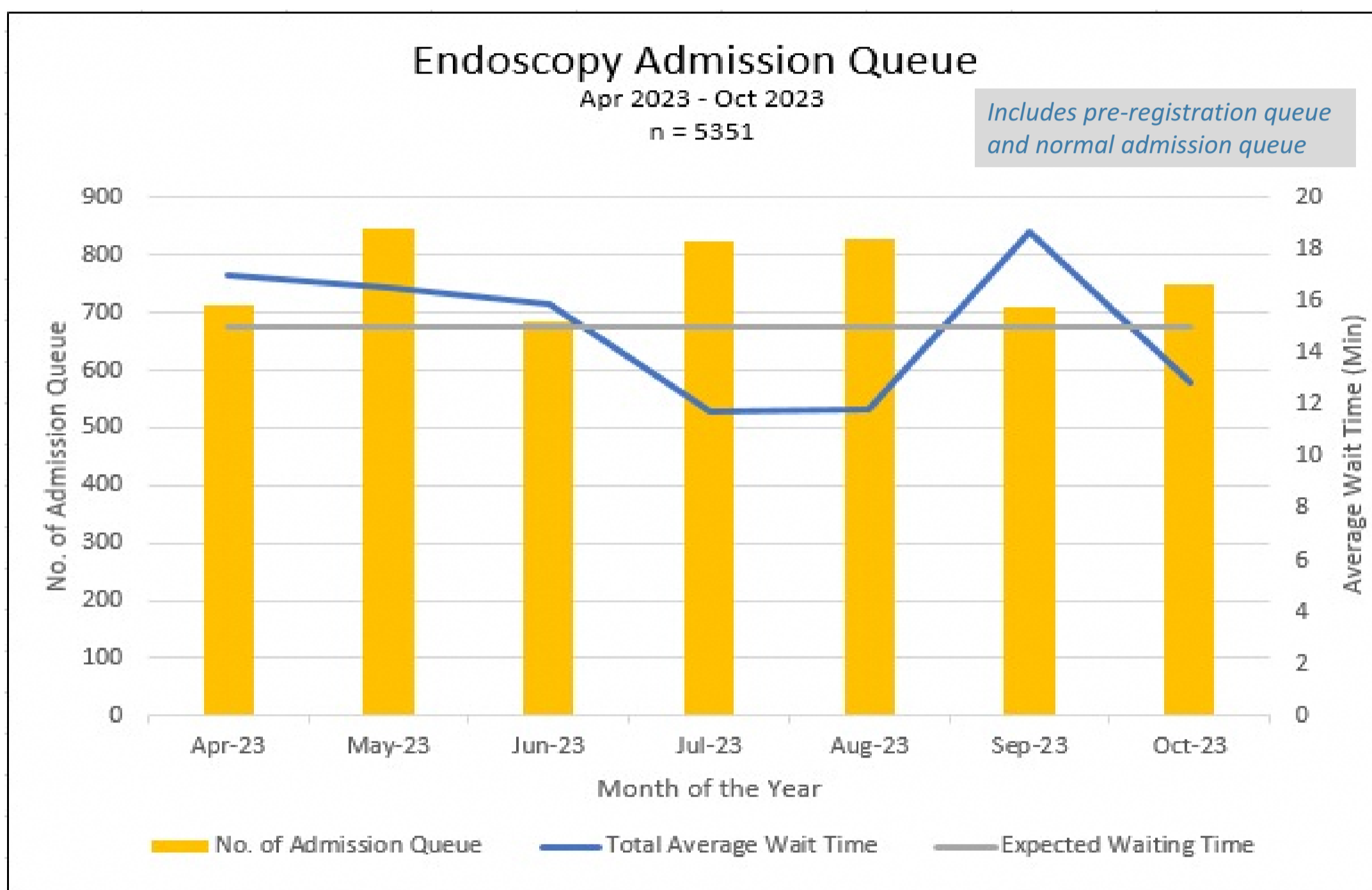
Unintended Ramifications & Challenges

The long wait times contribute to an increase in patient and doctor complaints and dissatisfaction, which in turn puts additional psychological stress and strain on healthcare staff to keep up with the demands. This environment can lead to staff burnout, reducing overall morale and effectiveness, and exacerbating the problem of service delays.

Comprehensive Aim Statement Framework

- ❖ Action verb selection : *To reduce*
- ❖ Objective definition : *Patient wait time from walk-in to procedure preparation*
- ❖ Setting quality standard : *To less than 30 minutes*
- ❖ Specifying parameters : *All Endoscopy Patients*
- ❖ Context : *Admitting into the Endoscopy Centre between 7 a.m. to 10 a.m.*
- ❖ Timeframe specification : *31 Dec 2023 to 31 May 2024.*
- ❖ Location specification : *Gleneagles Hospital Singapore*

Pre-Intervention Landscape

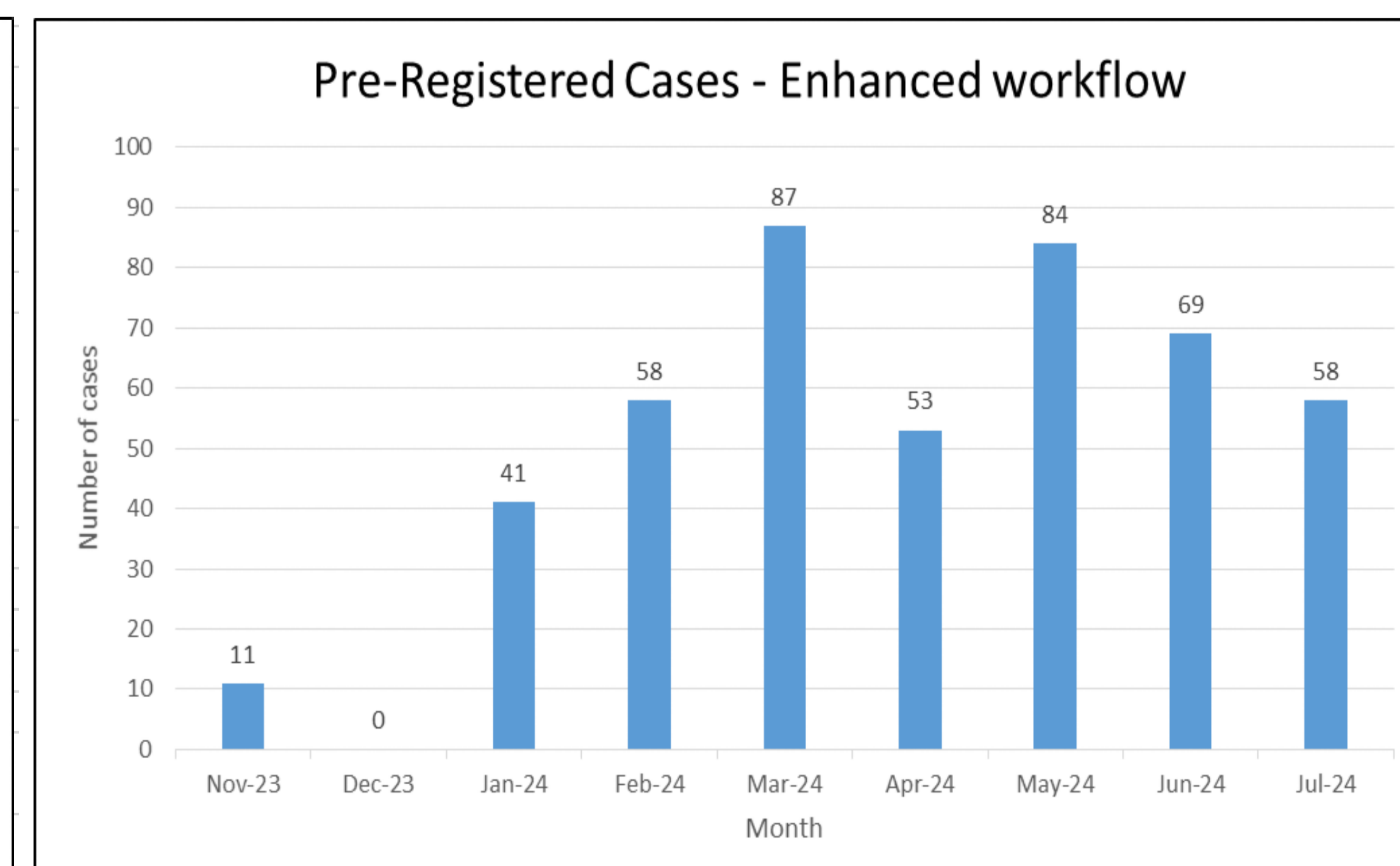
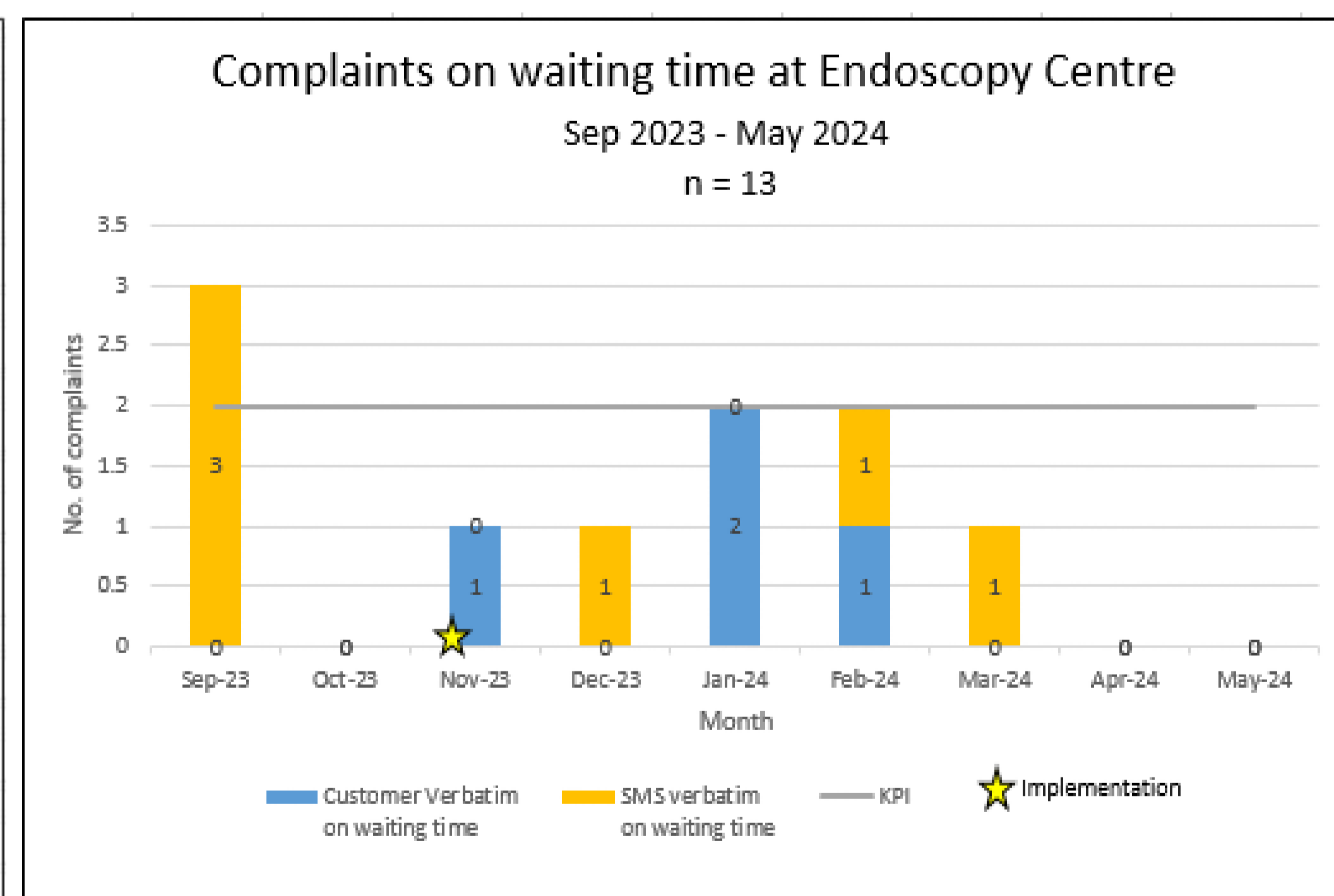
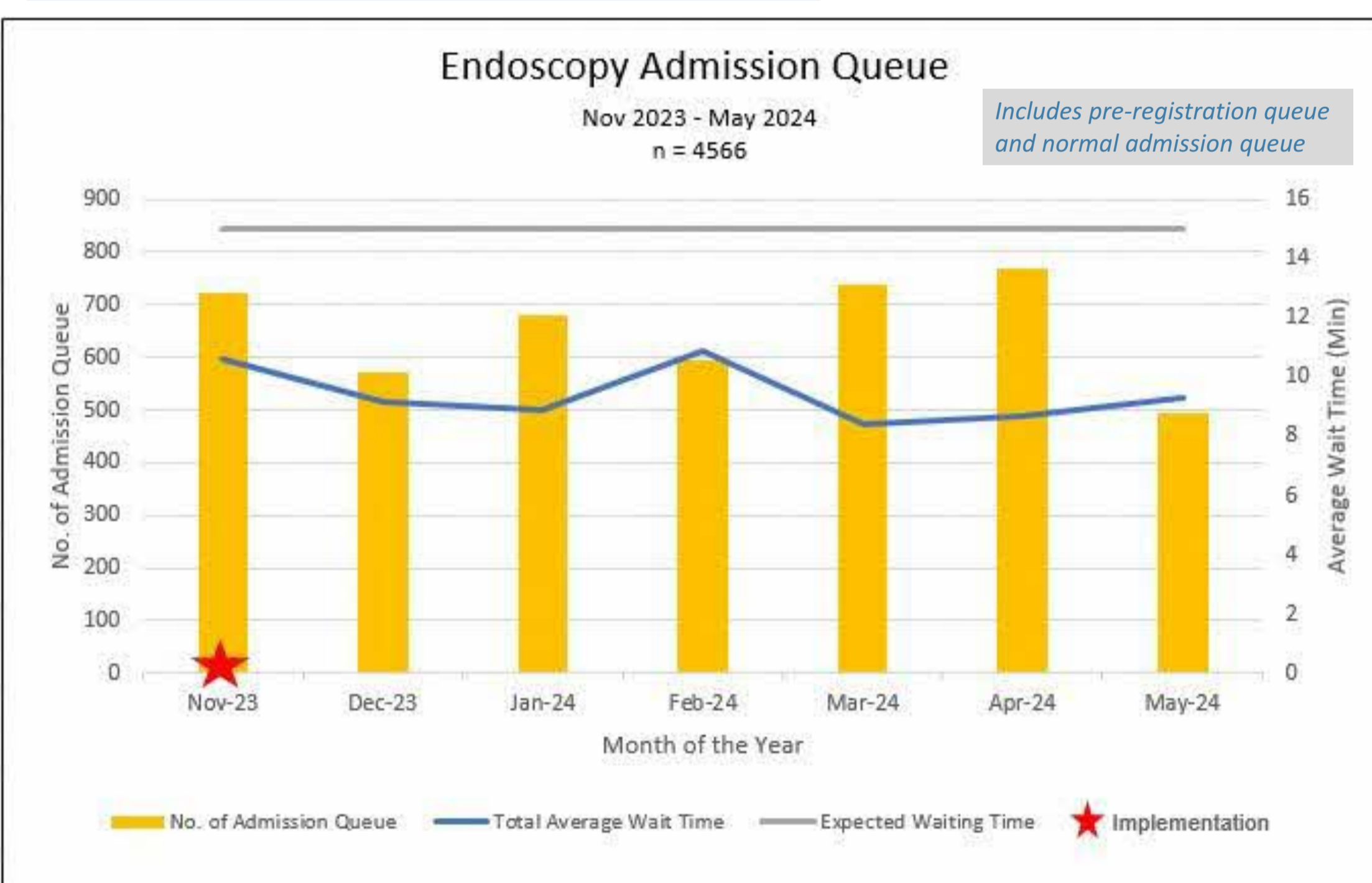


Wait time from walk-in to admission, excluding wait time for procedure preparation.

Wait time from walk-in to procedure preparation.

Intervention : PDSA Cycle		Cause-1	Cause-2
PLAN	Objectives/Motive for change	Remove the redundant step of re-queuing on the day of admission.	Engage top 5 clinics to encourage more pre-registration to be done prior to admission day.
	Questions & Predictions	Pre-registered patients will not need to wait in queue again to be called by the admission counter for registration.	Clinics will actively send patients for pre-registration.
DO	Data	Existing workflow - >30 minutes waiting time New workflow - <10 minutes waiting time	Existing workflow - <30 per month New workflow - <30 per month
	Analysis	Slight confusion in workflow as some patients still take a queue number and initial staff resistance	Resistance from clinic in the early stages and difficulty in getting patients to come for pre-registration.
STUDY	Compare Predictions	Waiting time for the patients reduced and experience is improved.	More pre-registration cases were processed.
	Summarize Learnings	Removal of step results in reduction of waiting time of 10-20 mins. More information is needed to communicate to patients to reduce confusion on the admission process.	By engaging 5 top clinics who have larger case counts, there was an increased number of patients coming in for pre-registration on a daily basis, reducing the overall wait time for non pre-registered admissions.
ACT	Adopt, Adapt (or) Abandon	Adopt	Adopt

Post-Intervention Landscape



Admission wait time reduced from an average of 20 minutes to 9 minutes post implementation.

Less than 2 complaints per month since implementation.

Quantifiable Projected Yearly Benefits

- ❖ At least 10% reduction in workload since staff are freed up to perform registration for non pre-registered admissions.
- ❖ Waiting time minimization for admission processing to less than 15 minutes.
- ❖ Improved patient experience by 40% as the number of complaints decreases to less than 2 per month.
- ❖ Improved attrition rate with the reduced psychological stress and strain on staff and improved work efficiency.

Sustainability

- ❖ Enhanced the admission workflow to include education to the customers on changes to their admission workflow on the actual day and putting up a new station for the documents to be dropped off. Staff have adapted to the new workflow of the 'express' admission queue.
- ❖ Communicate the importance of pre-registration and how it can help in managing waiting time for patients in clinic & doctor town halls. Resistance from the clinics was also managed by giving a detailed explanation on the whole admission process and the enhanced workflow's outcome and benefits.
- ❖ Monitor complaints, the pre-registration volume and wait time regularly to prevent regression.
- ❖ Random audit checks are done to check on staff compliance on new workflow. Generate queue and admission reports regularly to monitor results and ensure continuous review and adaptations.
- ❖ Future plans of expanding the intervention to Day Ward and other outpatient admission areas to ease the peak period admission situation.
- ❖ Slight confusion in the new workflow as some pre-registered patients still take a queue number so staff improved the way they communicated instructions to their patients.

Note :

** The study must be conducted between January 2023 and June 2024, with data collected for ≥6 months before and after the intervention.