

# PATIENT EXPERIENCE FOR BILLING AND PAYMENT

Leong S.M.B<sup>1</sup>, Kutty F.M<sup>2</sup>  
Specialist Outpatient Clinic Services<sup>1</sup>, Operation Admin<sup>2</sup>  
Khoo Teck Puat Hospital

## Aim

The Patient Experience for Billing & Payment Workgroup seeks to enhance billing and payment workflows to ensure a seamless experience for patients while maintaining financial integrity for KTPH. Established in August 2023, the workgroup discuss and analyses key performance indicators monthly. The team address billing challenges, leading to improved patient satisfaction and increased payment collection rates.

## Background

In the healthcare sector, billing and payment processes are often a source of frustration for patients, leading to dissatisfaction and potential financial losses for healthcare institutions. Patients frequently encounter complex billing systems, unclear charges, and lengthy payment processes, which can result in confusion and delays in payment. This situation not only affects the patient experience but also contributes to increased accounts receivable and bad debt for KTPH.

Recognizing these challenges, the Patient Experience for Billing & Payment Workgroup was established in August 2023 with the aim of enhancing billing and payment workflows at KTPH. The workgroup focuses on creating a seamless experience for patients while ensuring the financial integrity of the institution. One of which was the Acute and Emergency Care (A&E) Department which saw 19% of their P2 patients and 28% of their P3 patient with unpaid bill upon discharge.

## Interventions / Implementation

The Patient Experience for Billing & Payment Workgroup implemented several key interventions, including but not limited to the following:

- 1. Analysis of Account Receivables:** To identify patient groups that contribute to outstanding bills. This allowed the team to facilitating targeted interventions that can expedite collections and reduce bad debt.
- 2. New Workflows for Payment Collection :** A workflow was established to initiate payment collection during patient registration and discharge at A&E. The introduction of cashless payment methods in Specialty Outpatient Clinics (SOC) increased convenience for patients, likely leading to higher collection rates and reduced cash handling costs.
- 3. Training Guide:** A comprehensive training guide was created to address common billing inquiries and feedback, leading to a decrease in standard bill-related feedback. The team also developed an Escalation Matrix and clarified the roles of the 1FSS team. This ensured prompt routing of patient queries to the appropriate channels, enhancing response times.
- 4. Alignment in Financial Counselling (FC):** Alignment of Financial FC processes across A&E, SOC, and Inpatient services ensures that patients receive accurate information and essential support.

## Onward 2026

### Quality and Patient Safety

Aligning FC process ensures billing accuracy, it fosters trust and enhances patients' understanding. Promptly addressing inquiries improves patient experience, promoting safety and quality in care.

### Operational Resilience

Through data analysis, root cause identification and refining workflows, this better manages patient expectation, improves patient experience and strengthens overall financial process.

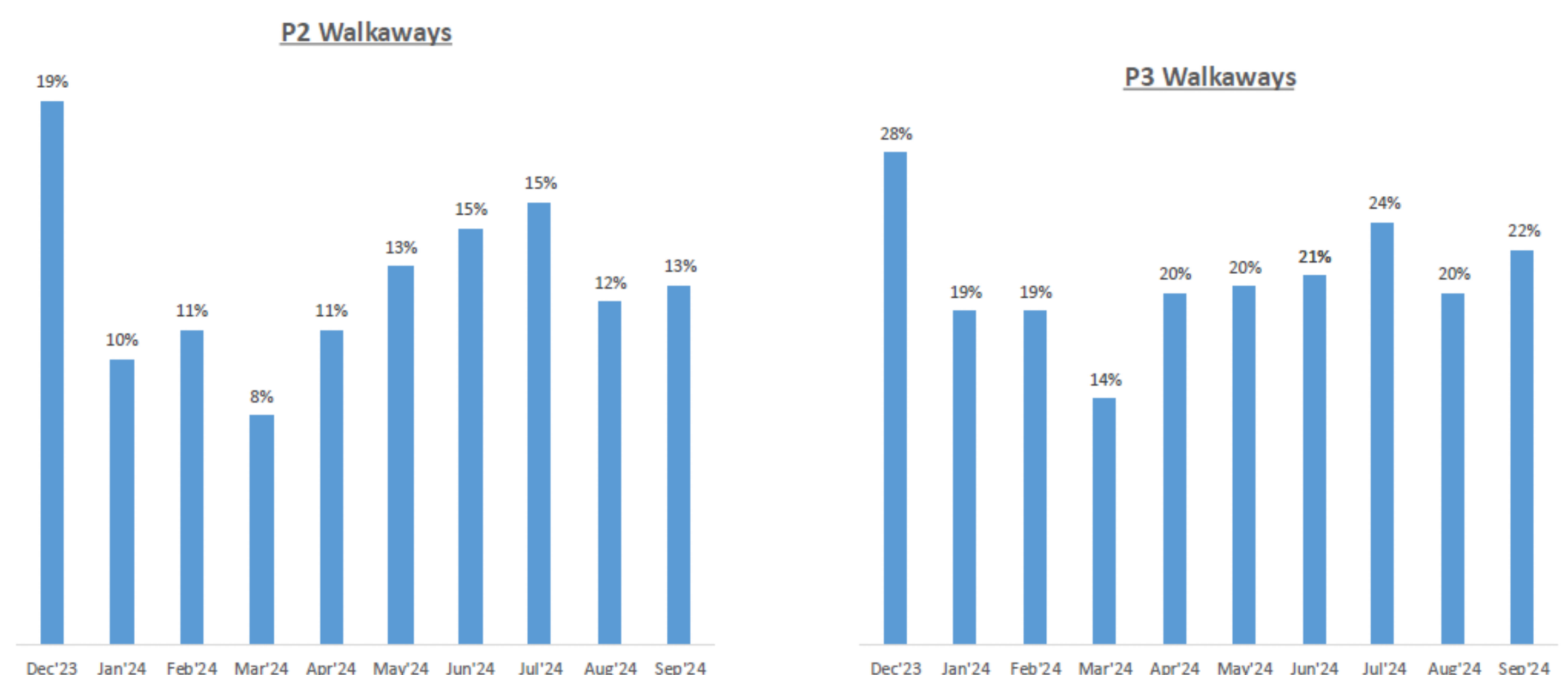
### Staff Wellbeing

Clear guidelines helps staff manage billing task effectively. Accurate billing and proactive FC lowers volume of patient disputes, reducing feedback and staff workload.

## Results & Outcomes

Key Outcomes include

1. Reduction of A&E P3 walkaways and P2 walkaways by an average of 8% and 7% respectively by implementing new workflow to initiate payment collection during registration and discharge.



2. Decrease in finance related billing enquires to Patient Experience Office in A&E, SOC and Inpatient Services.
3. Savings / Cost Avoidances:
  - ✓ A&E AR and bad debt has reduced by about 20% (\$680k) since Dec 2023 due to the enhanced workflow on payment collection and scripts provided to PSAs to communicate to patient and Next of kin on non-standard charges.
  - ✓ With the introduction of cashless payment in SOC, there is reduction in frequency by cash collection agents resulting in cost savings of \$27,012 per year.

## Conclusion

In conclusion, the initiatives undertaken by the workgroup have enhanced the billing and payment processes at KTPH.



**Improved Patient Experience:** By streamlining workflows and enhancing communication, the workgroup has fostered a more seamless and transparent billing experience for patients.



**Increased Payment Compliance:** The development of clear communication strategies and financial counselling alignment has led to higher payment compliance rates and reduced instances of bad debt for A&E.



**Financial Integrity:** These efforts not only improve patient satisfaction but also contribute to the overall financial health of the hospital, ensuring that KTPH can continue to provide quality care.

## Team Members

Name	Designation	Department
Loh Khee Chaw	Assistant Director	Patient Service Centre
Jolia Low	Assistant Director	Acute & Emergency Care
Chu Chuew Mei	Senior Manager	Inpatient Services
Mah Cheng Ang	Senior Manager	Finance & Accounting
Jasmine Lee YT	Assistant Manager	Inpatient Services
Eve Toh	Assistant Manager	Patient Service Centre
Wong See Kai	Assistant Manager	Finance & Accounting
Yasmin Bte Ibrahim	Senior Executive	Patient Service Centre
Nurashikin Binte Mohamed Soop Yan	Patient Service Associate Executive	Inpatient Services
Joycelyn Tan HJ	Management Associate	NHG HQ