

FRONTLINE SERVICE TRANSFORMATION

@SOC

MEMBERS: NG KIAN SWAN, SIM SIEW NGOH, YEO SHU QI, ADELINE TAN, CHAY YU XUAN, HAYLEY KHNG

- SAFETY
- PRODUCTIVITY
- PATIENT EXPERIENCE
- QUALITY
- VALUE

Define Problem/Set Aim

Opportunity for Improvement
Operations Division embarked on the service transformation journey in 2013 with the aim to improve operational efficiency and increase productivity. The continuous improvement effort has generated positive yields through eliminating waste, fostering a culture of continuous improvement, manpower and cost saving and better patient experience.

Driven by digitalization technology, scientific advances, and customers demands (among others), the healthcare landscape is undergoing unprecedented transformation. As this landscape changes, the fundamental work that our frontline staff are doing must also change, both in response to and in anticipation of emerging trends. There is a great opportunity for our Frontline to transform the service delivery model and keeping up with the development and convergence of the digital devices, portable technologies.

Aim
The team aimed to leverage on technology and redesign the service concepts to transform the frontline services. Thus improve staff productivity and at the same time develop the frontline staff with new skills.

Establish Measures

Current performance (Before implementation)

- About 60% of Patients Self-register
- About 63% of patients settle their payment using cashless mode
- Staff Productivity (per PSA)

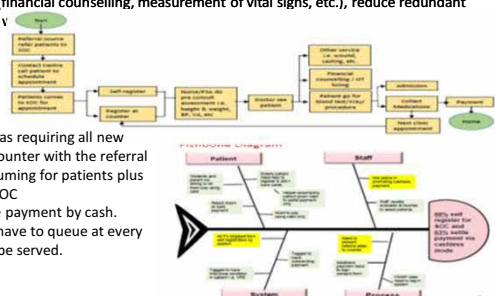
Productivity	Yr2017	Jan-Jun'18
Total Actual Attendances (FV/RV/TT/Allied health)	433,952	243,033
Nos of Frontline PSA	61	61

Analyse Problem

Navigating through the healthcare ecosystem can be a daunting experience. No two patients or their next of kin are the same. And there can be numerous permutations of a patient journey. For a same day visit, the patient journey could range from consult with multiple investigation to multiple specialists visits and with outpatient surgery/procedure.

Based on a typical outpatient journey, a patient seeing a specialist will requires the services of frontline staff (registration, billing, etc), nursing for financial counselling, measurement of vital signs, visual acuity, instillation of eye drops, etc.), clinical and allied health professionals, lab tests, and procedural treatments etc.

Ideally, we can automate some of these processes, cross trained some of our frontline staff to take on some of the simple clinical tasks (financial counselling, measurement of vital signs, etc.), reduce redundant processes and muda which v the SOC touch points.



Possible root causes

- Manual processes such as requiring all new patients to register at counter with the referral letter is both time consuming for patients plus resource intensive for SOC
- Patients generally settle payment by cash.
- Multiple wait. Patients have to queue at every service touch points to be served.

Select Changes

Providing unsurpassed quality and efficient services to all our customers with opportunities to improve productivity and operations efficiency:

Solution #1: Contact Centre helping patients navigate the healthcare system

- Assisting patients with complex and/or chronic conditions journey through the continuum of care and transit seamlessly across service touch points in JHC
- Ensuring Continuity of Care
 - To serve our patients better, triage specialist will review and assign patients to the most appropriate specialities.
 - Assist patients in topping up of their medications
- Enabling patients to get a same-day appointment for multiple services result in better patient care and convenience.

Solution #2: Positive Patient Experience @ SOC

Self Registration

- Implement 1 Queue, 1 Bill such that patient will be given 1 single queue number and will only need to settle payment at last service point.
- Allow First Visit patient to perform self registration
- Enable majority of patients to self-register conveniently and receive an E-Queue ticket on their mobile. i.e. to enable new patients to self-register at kiosk.

Cashless payment

- Provide fast and efficient cashless payment service i.e. Express Pay, PayNow, QR code, etc.

Solution #3 : Job Enrichment for frontline staff

- Disruption in frontline services to create more career opportunities for staff and allow them to provide more value-added services with shorter waiting time to our customers.
- New and additional roles includes Financial Counselling for Medical & Surgical Admission, including Dental Visual Acuity Test, Eye drops instillation, take Height & Weight measurements, industrial eye screening.
- Patient Advocate : Frontline staff will inform patients and those accompanying patients about the patient journey in plain, clear and multiple languages (where necessary), coordinating and arranging multiple appointments for patients, reminding patients to turn up for appointments, etc.

Test & Implement Changes

Contact Centre

- Coordinating services among multi-disciplinary team of service providers within clinic and among clinics to ensure patient care and flow among various service providers is seamless and hassle free (same day appointment, direct access, topping up of medications.)
- Ensuing continuity of care by contacting patients and arranging their appointments based on their convenience and preference and reminding patients to turn up for their appointments



Seamless & hassle-free experience for patients & their caregivers

- **1 Queue, 1 Bill process** - Patients are given 1 single queue number for entire day visit and can opt to receive an E-itinerary on their mobile. Minimal waiting at the respective touch points
- **New self-registration kiosks** located at SOC Tower A Level 2 allow patients (first visit & repeat visits) to register for the SOC visit. They can opt for an sms queue alert while they enjoy a meal or coffee at the F&B outlets
- **Assessment of Fall Risks.** PSA are trained to assess fall risks / mobility issue of patients and will assist the patient accordingly, including offering of wheelchair and bringing the patient to the clinic.



Cashless Payment

- **Very convenient for patients** as they need only to make payment at the last service point at Satellite pharmacy
- **No Queue** - More patients have taken up the options of performing cashless payment via Express pay, QR Code payment.
- Payment via Hand pone – work in progress



Enhanced roles for PSA

Expand job scope for PSA to upgrade their skills, increase job motivation and satisfaction, and increase the overall employee productivity within our organization

Expanded roles include:

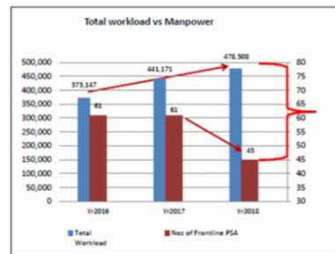
- Financial counselling for medical & surgical and dental procedures
- Clinical procedures - Eye drops instillation, take Height & Weight measurements, visual acuity test, industrial eye screening and running and managing clinics



Key Outcomes and Results

- Increased Productivity and Improve Efficiency**
Self-Registration: adoption rate increased from 60% to 90%.
 Time saved in registration per day: 4800 minutes (80 man-hours)
- Cashless Payment transactions increased from 63% (Yr2017) to 80%.**
 Time saved for handling cash per day = 960 minutes (16 man hours)
- Enhanced roles of PSA**
 PSA has expanded roles to do Financial Counselling and clinical procedures i.e. Visual Acuity, Financial counselling, etc.
 Total Nursing manpower saving 10

Overall Productivity Gained



Reduced manpower:
PSA manpower saved = 16
Nursing manpower saved = 10

Productivity per PSA
= increased by 75%

Total manpower cost saving
= \$520,800 per year

Spread Change/Learning Points

Further Improvement & Future Projects

To continue to leverage on technology and lean methodology to improve processes, increase productivity and operation efficiency leading to better patient experience.

For FY 2019, we are embarking on the following projects

- Mobile registration
- Mobile payment

As industries undergo transformation and disruption, the hospital frontline service is no exception. We will continue to find opportunities amidst challenges of technological disruption and slowing workforce growth to disrupt and transform the way we provide frontline services and to create a positive patient experience for our patients and their caregivers