

Efficient Transitional Care, Effective Bed Utilization

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Aim

Enhance collaboration among departments focused on patient discharges, with the goal of creating an efficient patient flow system. This system will facilitate the transfer of medically stable patients from Khoo Teck Puat Hospital (KTPH) to Transitional Care Facilities (TCFs) as introduced by the Ministry of Health (MOH).

Background

Before the implementation of TCF, the average length of stay (LOS) for patients waiting for residential placement was significant. The initiative aims to address the **challenge of limited bed capacity** at KTPH, which is exacerbated by the increasing number of medically stable patients awaiting final discharge destination. By enhancing the identification of suitable patients for TCF transfers while they wait for long-term placement, the project **seeks to improve patient flow** and ensure that **beds are available for other patients** requiring timely medical treatment.

Team Members

| Name | Designation | Department |
|--|--|-------------------------|
| Miss Jasmine Lee Yuan Ting | Assistant Manager (Operation) | Inpatient Services |
| Miss Ismawanty Bte Abdul Razak | Senior Medical Social Worker | Medical Social Services |
| Miss Ong Phyllis | Senior Medical Social Worker | Medical Social Services |
| Miss Nurashikin Binte Mohamed Soop Yan | Senior Patient Service Associate Executive | Inpatient Services |

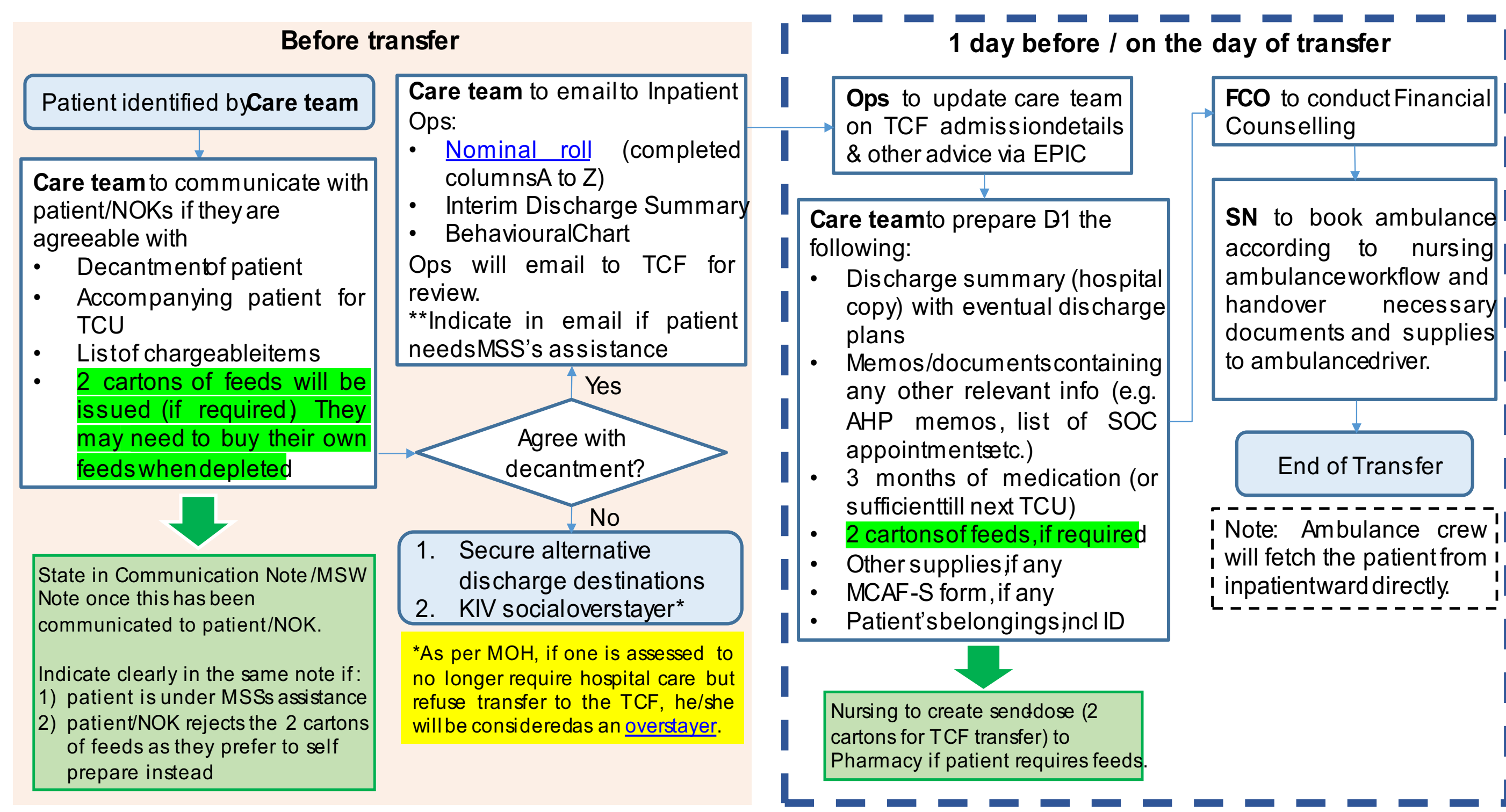
Interventions / Implementation

With TCF being introduced, Inpatient Services Team (IPS) established a detailed TCF Decantment Guide and Workflow. This includes important pieces of information like:

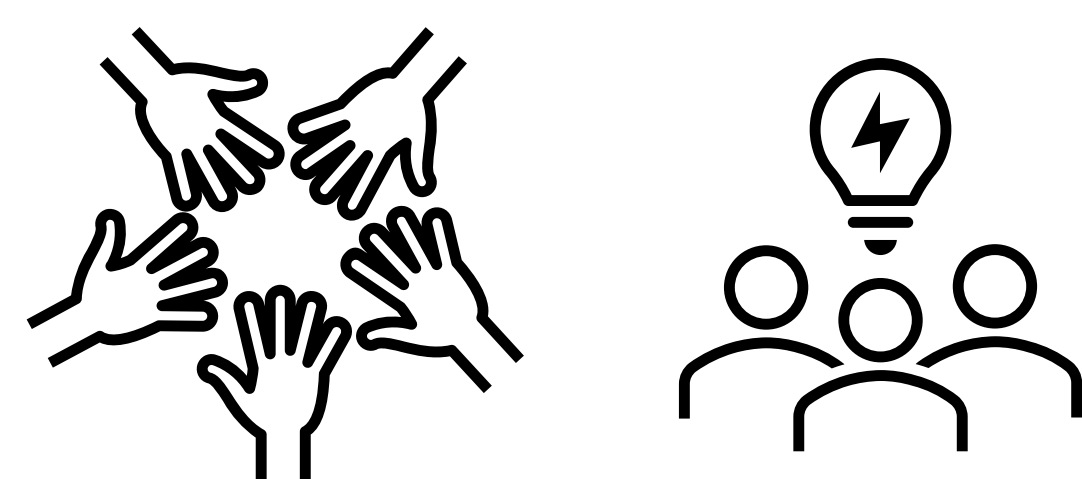
- (1) inclusion and exclusion criteria
- (2) visitation policies
- (3) associated charges

This not only consolidated otherwise disorganised information and acts as a resource for KTPH, the staff from Medical Social Service (MSS) was also better equipped to provide comprehensive stepdown care options and information as part of the discharge planning discussions.

TCF Decantment Workflow



This workflow has enabled MSS to continue working with the families and the referrals for residential placement while IPS supports liaison with TCF partners. This two-pronged approach has allowed patients to flow without any delays.



Onward 2026

SP1 (Assign Patients to Care Streams)

Quick identification and referrals of patients pending residential placements had allowed for efficient TCF transfers. The strong collaboration between IPS and MSS has successfully reduced LOS for this group of patients. In turn, enhancing KTPH's ability to provide timely interventions to acute patients.

Operational Resilience

The collaboration has demonstrated that robust teamwork and synergy are important for efficient patient flow. This, in turn strengthens operational resilience and boosts the system's adaptability and agility.

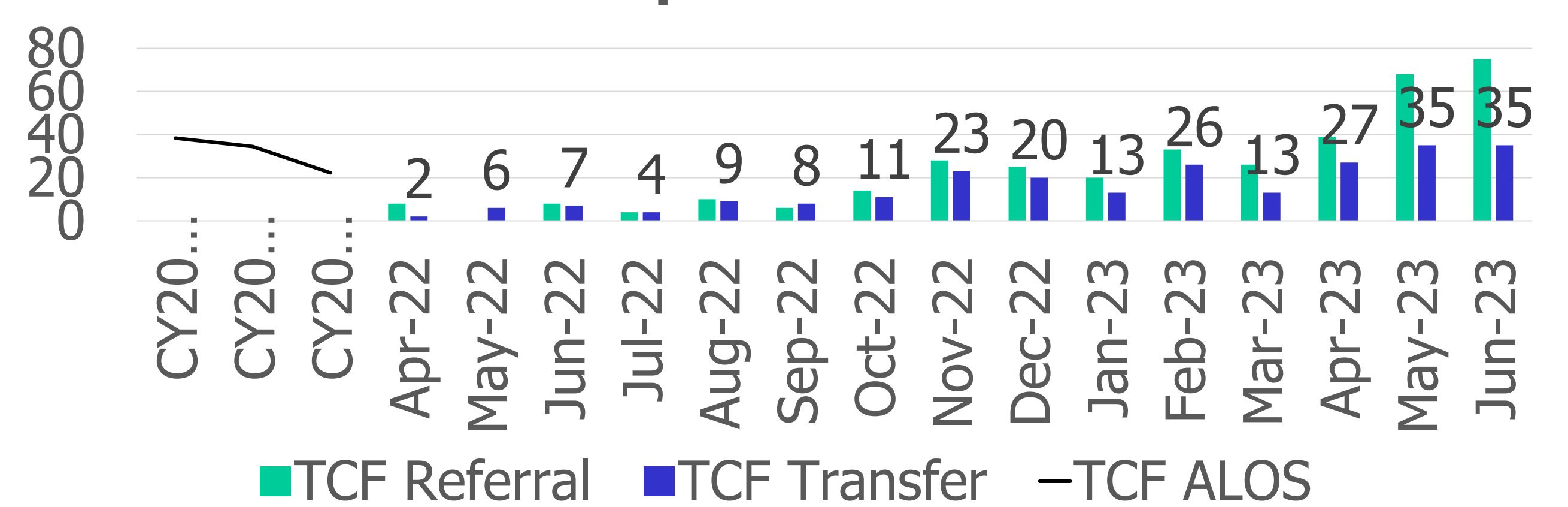
Results & Outcomes

From April 2022 to September 2024, KTPH had successfully referred 1002 TCF cases, with an impressive admission rate of 63.2%. This resulted in;

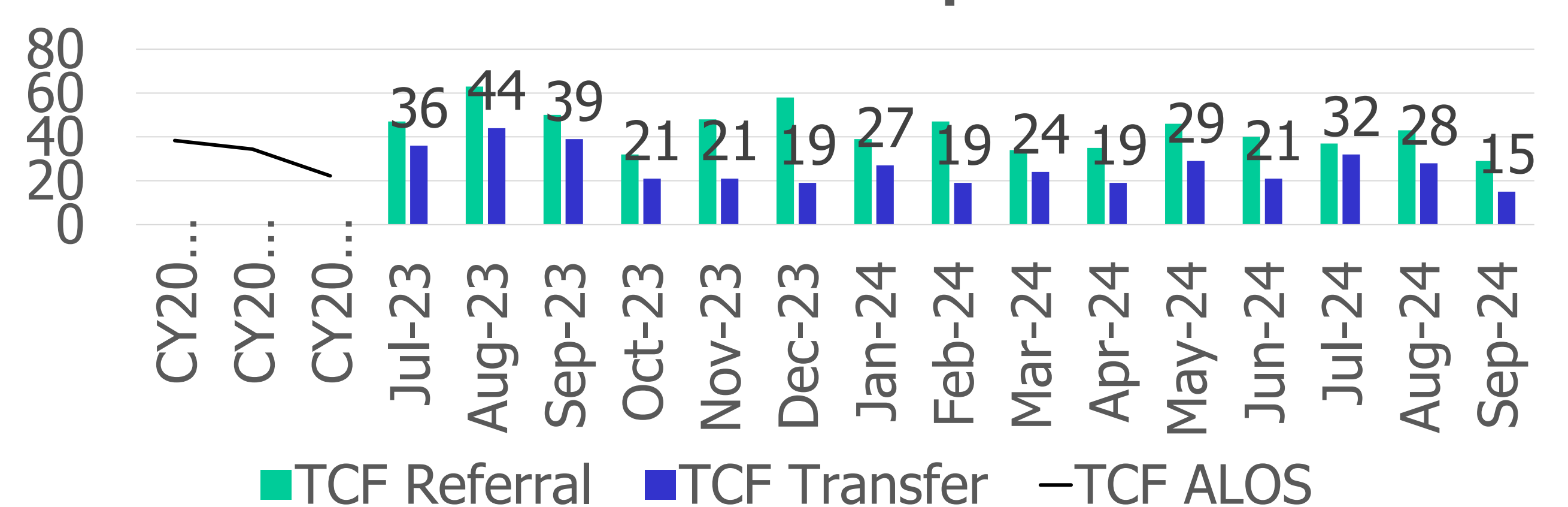
- (1) a streamlined TCF transfer process
- (2) substantial savings for the healthcare system.

These transfers saved 19,566 bed days, translating to a cost avoidance of \$29,349,000. This is based on per KTPH bed day cost of approximately \$2,000 versus per TCF bed day cost of \$500.

TCF Apr'22 to Jun'23



TCF Jul'23 to Sep'23



Length of Stay for Patients waiting for residential placement

| | CY2021 | CY2022 | CY2023 | CY2024 (As of June) |
|---------------------|--------|--------|--------|---------------------|
| Total NH discharges | 235 | 369 | 380 | 45 |
| Average LOS in KTPH | 50.6 | 43.4 | 33.2 | 24.5 |

There is a significant reduction of LOS for patients waiting for residential placements, which is a testament to importance of an aligned and synergised care team, that is diligent in the identification of suitable patients for decantment. By slowly expanding to include more patient types, patient flow to TCF is further optimised.

Conclusion

This project highlights the critical role of collaboration and education in enhancing patient flow within the healthcare system. The partnership with MSS is pivotal, laying the groundwork for engaging various stakeholders, including doctors, nurses, pharmacists, and other allied healthcare professionals. This synergy led to a better understanding of the decantment flow, which in turn improved patient management.

Overall, the project showcased how effective teamwork, and strategic planning can significantly enhance healthcare delivery efficiency, resulting in shorter LOS and improved patient outcomes, as well as ensuring timely medical attention and treatment for all patients.