

Project Title

Transformational Review of Patient Journey for Elective Procedures

Project Lead and Members

Michael Leow, Director, Ops Surgery and MEC Masterplan

Organisation(s) Involved

Tan Tock Seng Hospital

Project Period

Start date: 01-2016

Additional Information

- Excellence in Action Team Award 2017

Project Category

Process Improvement, Process Redesign, Care Redesign, Quality Improvement, Productivity

Keywords

Tan Tock Seng Hospital, Process Improvement, Quality Improvement, Patient-centric Care, Care & Process Redesign, Seamless Patient Journey, Process Efficiency, Integrated Care, Coordinated Care, Specialist Outpatient Clinics, Elective Procedures Improve Patient Satisfaction, Value-added Contact Time, Reduce Needless Touch Points, Eliminate Waste, Enhance Productivity, Beyond Quality to Value, Frontline Services, Back-end Supporting Units, Expanded Job Scope, Cost Savings, System Level Thinking, Value Stream Mapping, Better Infrastructure Ambience, Same-day Counselling, Same-day Procedure Listing, Self-registration Automated kiosk, Patient Experience Survey, Medical Centre Masterplan

Name and Email of Project Contact Person(s)

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Asian Hospital Management Awards

Customer Service

(This category is for the “non-medical” aspects of “customer” service.)

This award recognises non-medical aspects of patient (& family) experience that improve the hospital's position as a quality service provider. This may include support departments such as Food and Nutrition, Housekeeping, Transportation etc. Please be clear where programs also reduced costs/ did not require major capital expenditure. More weight is given to projects that are innovative (in relation to size and location of the hospital. Is it a meaningful improvement of its service considering the environment in which it operates?

Complete All Information Below:

Project Title (Maximum 256 Characters): Transformational Review of Patient Journey for Elective Procedures

Date Project Started (Maximum 128 Characters) (i.e. May 24, 2015): Jan 2, 2016

Department Name (Maximum 256 Characters): Ops Surgery, Medical Centre (MEC) Masterplan, Pre-Admission Counselling and Evaluation (PACE), Endo PACE, Endoscopy Centre, Day Surgery Centre (DSC), Nursing Service, Pharmacy, Inpatient Ops, Resource Management and Specialist Outpatient Clinics (SOCs).

Names of Key Staff Involved in this Project (Maximum 512 Characters) (Separate names with comma): Michael Leow (Chairperson), Constance Leng, Sandy Chai, Sherry Tham & Tang Fengxiang (Ops Surgery), Quek Geok Ing & Wendy Tan (MEC Masterplan), Ong Poon Kin (Resource Management), Man Chun Yu (Inpatient Ops), Lim Woan Chyi (Pharmacy), Hoi Shu Yin & Chia Yeow Peng (Nursing Service), Lee Sow Fong & Shahida Begum (DSC), Lee Chuey Shan (Endoscopy Centre), Kitty Ho (PACE), Christina Ong (Endo PACE), Bavani Deyvi, Tina Png, Zuhaidah Ahmad Dan & Siti Raudhah Binte Mohammad Mawassi (SOCs).

- 1. Provide some background as to how the project originated e.g. what problem/opportunity were you faced with. (Maximum number of words – 350)**

In the past, work process improvement and reviews used to be centred on individual service units and were not streamlined across all service units that contribute to a patient's journey. Process efficiency was localized at best, but work processes on the ground were poorly integrated and there was hardly any harmonization across different service units which led to long waiting time and multiple stop points for our patients during their visits to the hospital. Therefore, this presented an opportunity for all relevant front-end and back-end service units to come together to form the “Transformational Review of Patient Journey for Elective Procedures” Workgroup in January 2016.

Collectively, as a Workgroup, we adopted an innovative approach to perform a systematic and holistic review of the current system to improve patient experience through care and process redesign to support an integrated and seamless patient journey from the point of elective procedure consent at the surgical clinics to just before entry into the procedure areas. As a result of innovation and management in care process redesign, the project has achieved the objectives of (i) improving patient experience through increasing essential value-added contact time and reducing needless touch points and waiting time; and (ii) operational excellence by maximizing efficiency and effectiveness and thus eliminating wastes.

Our Workgroup's effort was a reflection of not just patients' and staff's feedback on how we can improve work processes on the ground for better experience and productivity, but also Ministry of Health (MOH)'s latest work plan focus on integration of different service points to streamline patient's journey, interactions with patients for better patient experience and satisfaction and innovation at work through re-engineering current work flows to enhance productivity and create sustainable care that is beyond quality to value.

Recognizing the Workgroup's ability and dedication to provide superior patient excellence service and improve operational excellence, as well as working together towards continuous improvements in the workplace through fostering a sense of community amongst colleagues, the project was awarded the highly prestigious National Healthcare Group Excellence in Action Award (Team) Award 2017.

(341 words)

2. **Describe what was required to address the aforementioned problem/opportunity. Outline what your targets/goals were and whether any approach was outlined to correlate this program with better customer service from the patient's perspective. Also, provide an overview of the team that was put together to undertake this. (Maximum number of words – 250)**

To ensure a holistic and system level review of the patient end-to-end journey, and encourage ownership of service delivery beyond the frontlines, the Workgroup comprises stakeholders of all essential service units. These include administrative, clinic, nursing and pharmacy staff who came together to do a holistic review of current state of resources, identify and remove gaps/wastes, reorganize/streamline and integrate work processes, brainstorm potential improvement initiatives to plug the gaps, perform short-term trials to ascertain the feasibility of proposed initiatives before full scale roll-out on the ground and fine-tune initiatives for improvements.

During the course of review, the Workgroup has been conscientious and transparent in uncovering shortcomings of current processes and embracing a holistic approach and commitment towards improving patient experience through reorganising, integrating and streamlining work processes and removing redundancies and wastes. Both frontline service units and back-end supporting units that contributed to the patient's journey were actively engaged on the improvement initiatives and have so far been showing immense support and commitment towards timely roll-out and fine-tuning for further improvements even if it meant an expanded job scope for some.

With the end goals of better patient experience in mind, the Workgroup has been conscientious in embracing MOH's focus on integration of different service points to streamline patient's

journey, patient interactions for better patient experience and innovation at work through re-engineering current work flows to enhance productivity and create sustainable care that is beyond quality to value.

(238 words)

3. Outline the steps or stages of the project and how these were executed by the team. How did you engage your team with a culture of customer service excellence? (Maximum number of words – 200)

The project was reviewed on a holistic system level thinking mindset where we did a broad-based end-to-end review to identify the different service units of a patient journey.

Tan Tock Seng Hospital (TTSH) patient values were contextualised into project deliverables before process-related discussions. The team then used value stream mapping to model current and future state. All frontline services and back-end supporting units which contributed to the patient journey were identified and brought together to perform a thorough value stream mapping of the current state of resources and processes. The Workgroup brainstormed ideas to reorganize, integrate and streamline work processes, remove wastes/gaps, think of new initiatives to plug the gaps, actively sought buy-in from stakeholders who were affected by the changes, i.e. additional duties taken up by some units while others were relieved of it to achieve collective higher system level efficiency and productivity.

Even upon successful implementation of the initiatives, the Workgroup remained dedicated and focused on seeking areas to improve patient experience and productivity further as it actively sought feedback from the ground and conducted periodic review of project outcomes for areas done well or in need of further changes for improvements.

(194 words)

4. Demonstrate the results of the project and how this was beneficial for the patient. How did you measure this? Present quantifiable information such as before and after measurements and percentage improvement. Outline the financial impact in terms of investment/reduction of costs. (Maximum number of words – 200)

Annual patient volume:

Time savings (<i>initiatives a-d</i>)	: 23,637
Accessibility to useful information and contact time	: 12,690
Better infrastructure ambience after clinic renovation	: 12,958
Timely inpatient admissions	: <u>8,320</u>
Total:	<u>57,605</u>

Feedback:

Patients who agreed with benefits : **85%**

Annual patient time savings:

- | | |
|---|----------------------|
| a. Same-day counselling and procedure listing after doctor consultations for Urology procedures within Clinic 2A instead of being referred to Endo PACE | : 1,795 |
| b. Relisting of procedures at Endoscopy Centre instead of being referred to Endo PACE | : 36 |
| c. Same-day counselling and bowel preparation medicine dispensing in a single location (Endo PACE) instead of two (Endo PACE and Pharmacy) | : 2,439 |
| d. Self-registration at automated kiosk instead of staff-manned counter at Endo PACE | : 743 |
| Total hours (% improvement) | : 5,013 (50%) |

Annual savings to hospital (attachment)

Staff FTE savings	: 1.53
Cost-savings	: \$79,300

Annual savings to economy

Next-of-Kin hours saved (assume 1 Next-of-Kin accompanies 1 patient)	: 5,013
Next-of-Kin cost savings	: \$126,278*

**Based on 2017 Singapore median gross monthly income of \$4,232 [~\$25.19/hour (assume 42 working hours/week)]*

Patient Experience Survey (PES) 2017

Helped pushed TTSH's SOCs PES score to 93.9% (nation highest) against National (86.9%) and NHG's (88.2%) scores.

(199 words)

5. Please give any other information, including third party testimonial regarding your project which you think would help convince the judges that this project (or program) should win this category. **(Maximum number of words – 300)**

Feedback sought from patients confirmed the outcomes that the Workgroup had set to achieve such as:

- Reduction in waiting time
- Reduction in touch points
- Improved ambience of the clinic
- Increased contact time with staff
- Increased accessibility to useful information

Patient verbatims reinforce their appreciation of the good work done:

- “Shorter waiting time. Don’t need to queue at Pharmacy.” – *Patient surveyed on same day counselling and bowel preparation medicine dispensing at Endo PACE.*
- “Oh yes I remember the first time I did a flexible scope, I was asked to go home and wait for a return call, but this time round I don’t have to wait (for a call).” – *Patient surveyed on same day counselling and procedure scheduling at Clinic 2A.*

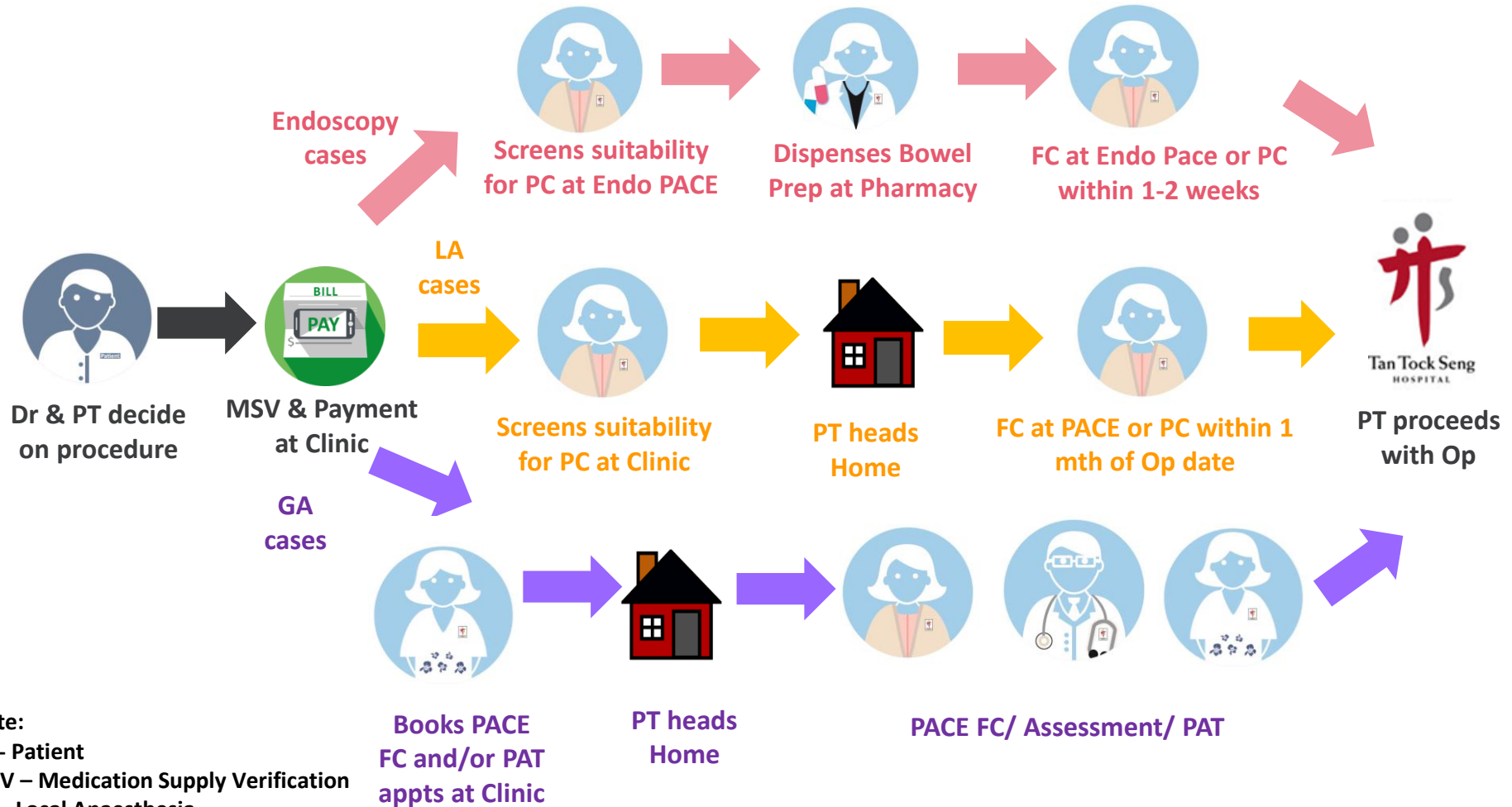
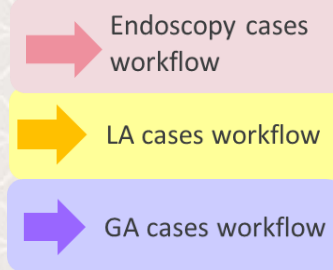
Project objectives and benefits mirrored MOH’s latest work plan to focus on deeper integration of different service points to streamline patient’s journey, patient interactions for better experience and innovation at work through re-engineering of current workflows to enhance productivity and create sustainable care that is beyond quality to value.

In recognition of the Workgroup’s provision of superior service to patients and staff by managing and reducing cost, and working together towards continuous improvements in the workplace through fostering a sense of community amongst colleagues at the National Healthcare Group (NHG), the team was awarded the NHG Excellence in Action Award (Team) Award 2017.

The project was also featured in the TTSH CEO tribune for its dedication towards improving processes and operational efficiency where he applauded the team for its “efforts to reduce waste and cost, create value and increase our (TTSH) productivity”. The work done has won the Divisional Chairman (Surgery)’s support for going beyond the traditional approach of reviewing process improvements in localized units to system-level review across all units.

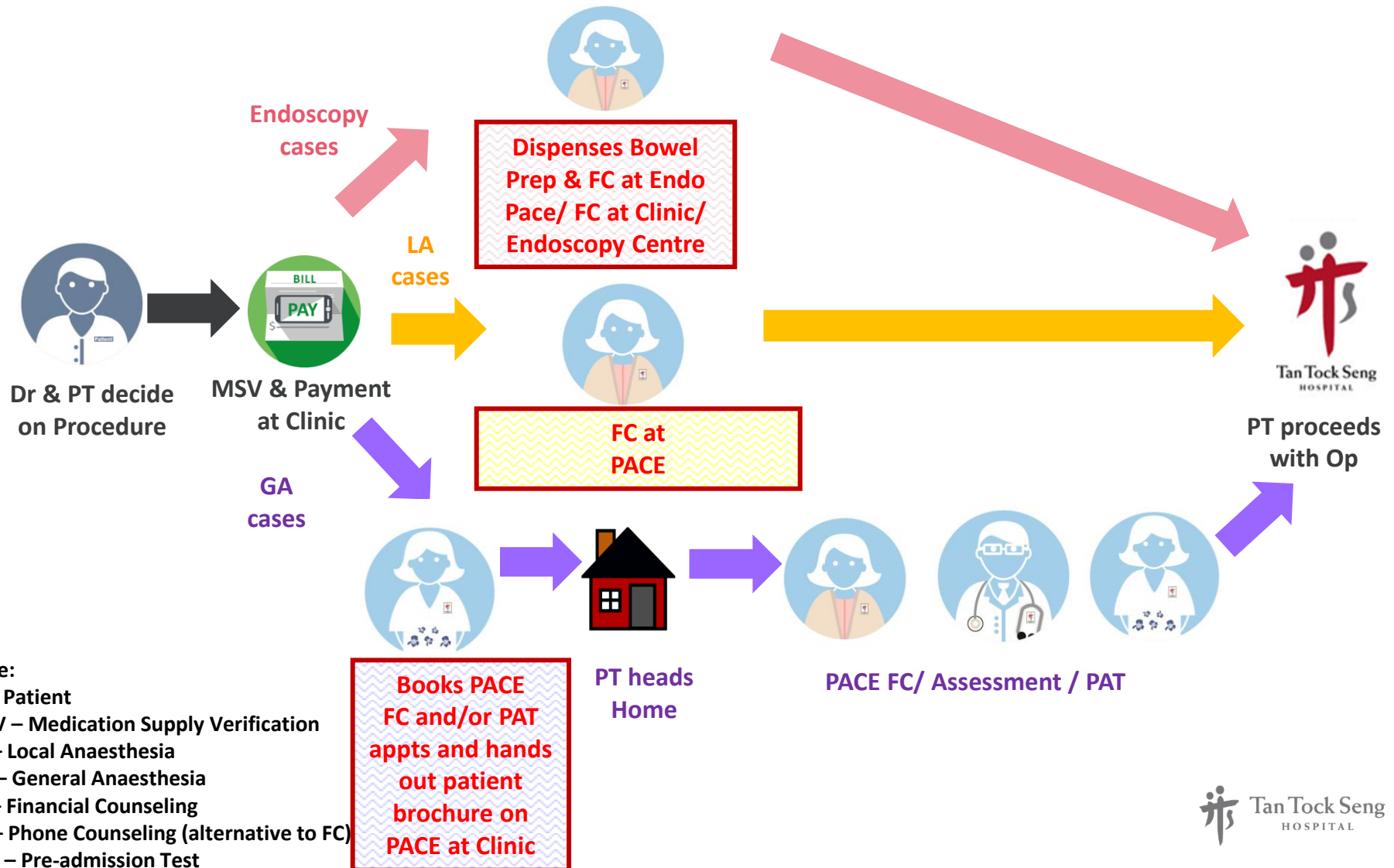
(300 words)

Overall Patient Journey Before Review



Note:
 PT - Patient
 MSV – Medication Supply Verification
 LA – Local Anaesthesia
 GA – General Anaesthesia
 FC – Financial Counseling
 PC – Phone Counseling (alternative to FC)
 PAT – Pre-admission Test

Overall Patient Journey After Review



Staff Productivity Savings

s/n	Initiatives	Staff savings (FTE)	Staff savings (\$)
1	Same day financial counselling and procedure scheduling after doctor consultations for Urology procedures at the same Clinic 2A instead of another trip to Endo PACE	0.17	\$8,500
2	Same day counselling and bowel preparation medicine dispensing in a single location (Endo PACE) instead of two (Endo PACE and Pharmacy)	0.01	\$500
3	Self-registrations at automated kiosk instead of staff-manned counters at Endo PACE	0.64	\$32,000
4	Same day financial counselling for elective local anesthesia cases at PACE to avoid lag time if it was conducted by phone	0.44	\$22,000
5	Harmonisation of elective procedure listing at PACE to avoid misses and lag time in listing and double work to reschedule listing	0.20	\$10,000
6	Automate ASA 1, 2 minor tracking instead of manual monitoring	0.07	\$6,300
Total		1.53	\$79,300