

Project Title

TRANSFORMATION in Ambulatory Billing Office & Patient Financial Services

Project Lead and Members

- Chiew Pei Pei, Patient Financial Services
- Shevir Tan, Patient Financial Services
- Sarina Bte Mohamed Abdullah, Patient Financial Services

Organisation(s) Involved

Singapore General Hospital

Healthcare Family Group Involved in this Project

Healthcare Administration

Specialty or Discipline (if applicable)

Patient Financial Services

Aims

- To provide a prompt service to attend to billing enquiry and payment process.
- To improve patient satisfaction and staff morale.

Background

See poster appended / below

Methods

See poster appended / below

Results

See poster appended / below

Conclusion

See poster appended / below

Additional Information

Singapore Healthcare Management (SHM) Conference 2021 – Shortlisted Project
(Finance Category)

Project Category

Workforce Transformation, Job Redesign, Care & Process Redesign, Quality
Improvement, Workflow Redesign, Value Based Care, Patient Satisfaction

Keywords

Billing Management, Staff Morale

Name and Email of Project Contact Person(s)

Name: Chiew Pei Pei

Email: singaporehealthcaremanagement@singhealth.com.sg

INTRODUCTION

Patients were frequently directed to different locations for their billing needs or provided with differing answers for their outpatient enquiries which had caused inconvenience and confusion. Hence, there is a need to improve the level of service and staffs' satisfaction which we have embarked on a transformation journey.



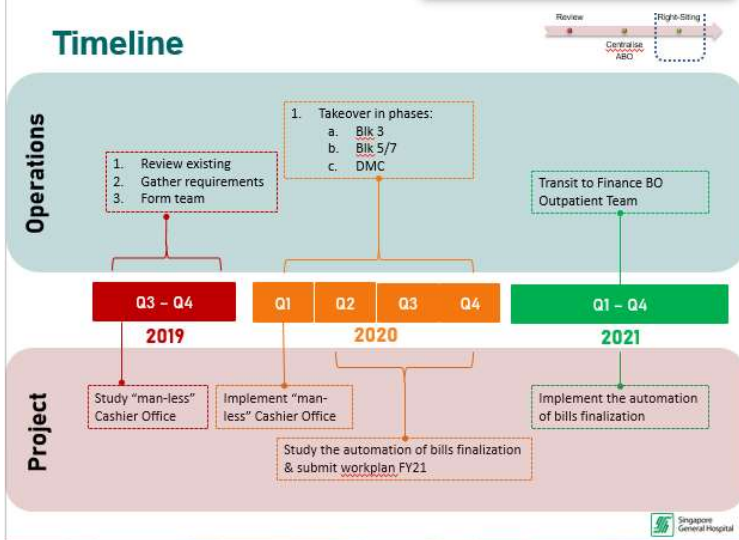
Methodology



- Feedback from internal and external stakeholders were solicited and tabled for management discussion.
- Roadmap was created to look into job re-designing and the transformation of service.
- Regular engagement with internal stakeholders and staff to understand different perspectives.
- Roadmap was amended along the way to capture feedback and fine-tuning.



Timeline



Objectives

- To provide a prompt service to attend to billing enquiry and payment process.
- To improve patients' satisfaction and staff's morale.

Results



AMBULATORY BILLING OFFICE

was formed on 1 September 2019 to handle all billing enquiries related to clinic bills.

- Standard work instruction was developed and cascaded to all team members to deliver a professional and seamless service.
- No additional manpower was recruited but through job re-designing, we managed to purpose the Outpatient Medisave Services counter and re-scope the role of the existing frontline staff to support the backroom scope of work.
- Ambulatory Billing Office was merged to Patient Financial Services on 1 Jan 2021 to enable sharing of knowledge and competency across the two departments.
- The transformation was also aligned with the counter-LESS directives from the management.



Continuous improvement and reviewing of existing processes are important in this era of constant change. Staffs' feedback and patients' satisfaction are critical consideration when addressing process improvements.