Redesigning Care by Engaging Nursing Homes (NH)

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Objective: To streamline and reduce turnaround time (TAT) of NH applications

Background:

Long Wait Times for NH placements

With a rapidly ageing population, the demand for NH placements would increase

NH applications were complicated and ambiguous

Objective: To streamline and reduce turnaround time (TAT) of NH applications

Recognizing that there is a need to bring value to our patients and also to our staff by reducing the wait time for NH, a workgroup was formed to look into improving the NH application turnaround time and workflow.

How did we do it?

A Value Stream Mapping approach was adopted to map out the process steps, identify waste and co-create the future state with the inputs of all stakeholders involved (TTSH MSWs, Nursing, TTSH Ops, AIC staff and NH staff)

What did we implement?

A revised NH application workflow which included standardizing information required for NH applications was devised with the inputs of all stakeholders and was rolled out together with a team of AIC staff was relocated to TTSH, called the Nursing Home Referral Team (NHRT) on 1 June 2016. A regular huddle is organized amongst the project team members to raise problems faced on the ground to ensure continuous feedback and improvement.

The Result?

The number of NH applications requiring rework fell from 95% to 2%, reducing duplicated work, thus allowing clinical staff and MSWs to focus on clinical care. Wait time for NHs also fell which resulted in a decrease in the number of patients waiting for NH placement in the hospital.

Average wait time for NH shortened by 70% since Jan 15

(84)

No. of patients awaiting NH placement decreased by 66% since Jan 15

(175)

What did we learn?

- Think Win-Win
- Importance of Open Communication
- Empathy and learning to see from others’ perspective
- Allow a feedback channel for continuous on the ground feedback

Graph showing the reduction in average wait time and number of patients waiting for NH placement.