



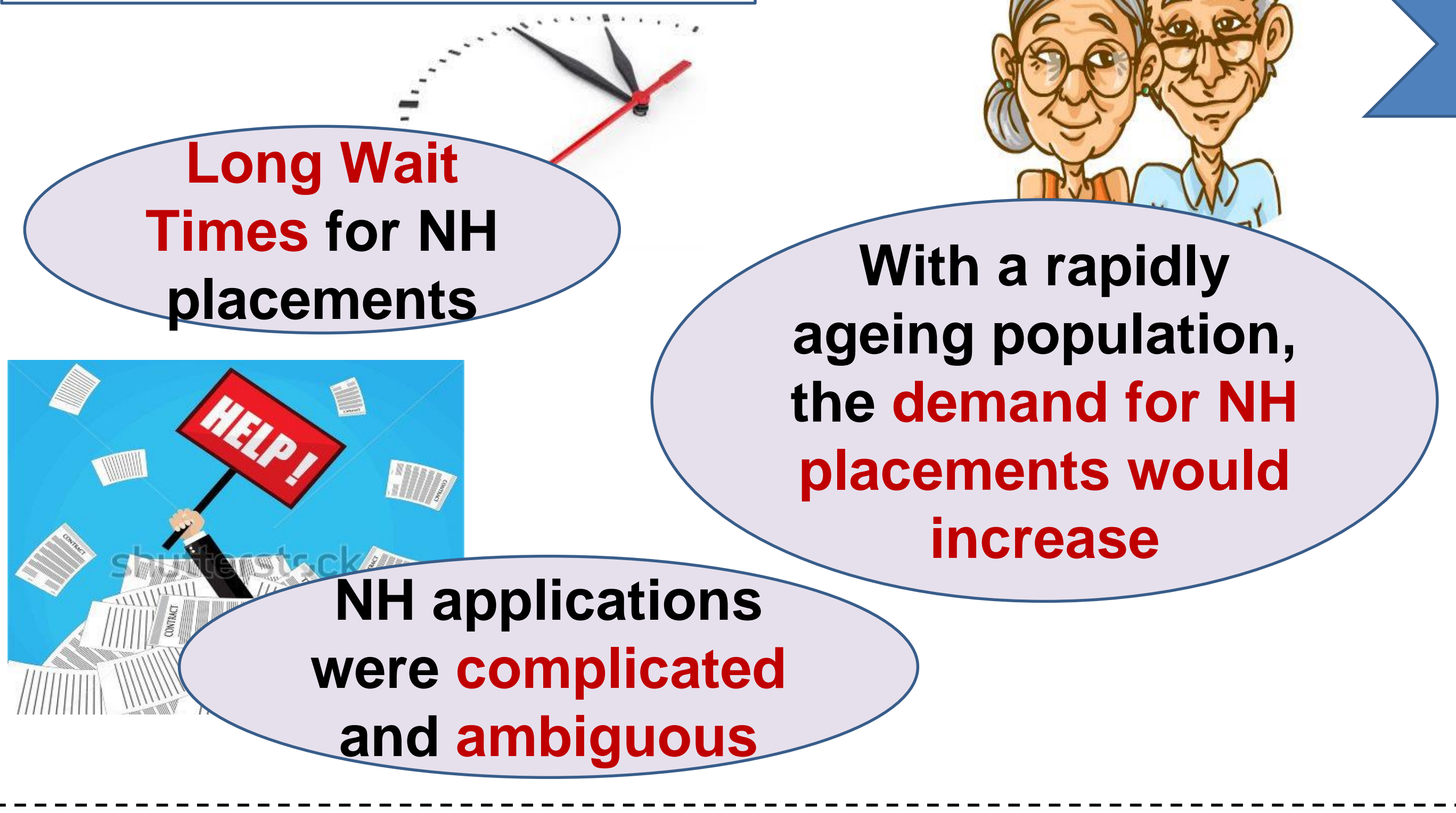
**Singapore Healthcare Management 2017**

# Redesigning Care by Engaging Nursing Homes (NH)

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

## Background:



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.

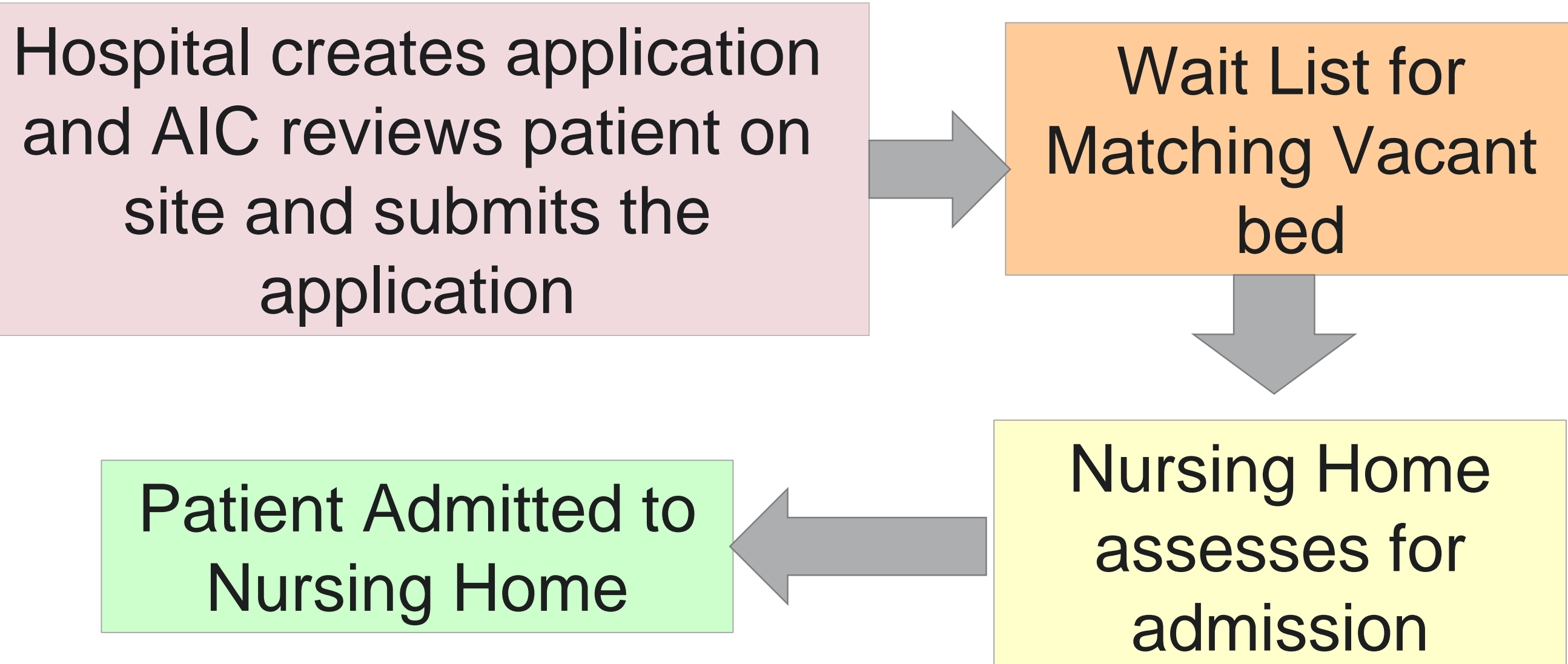
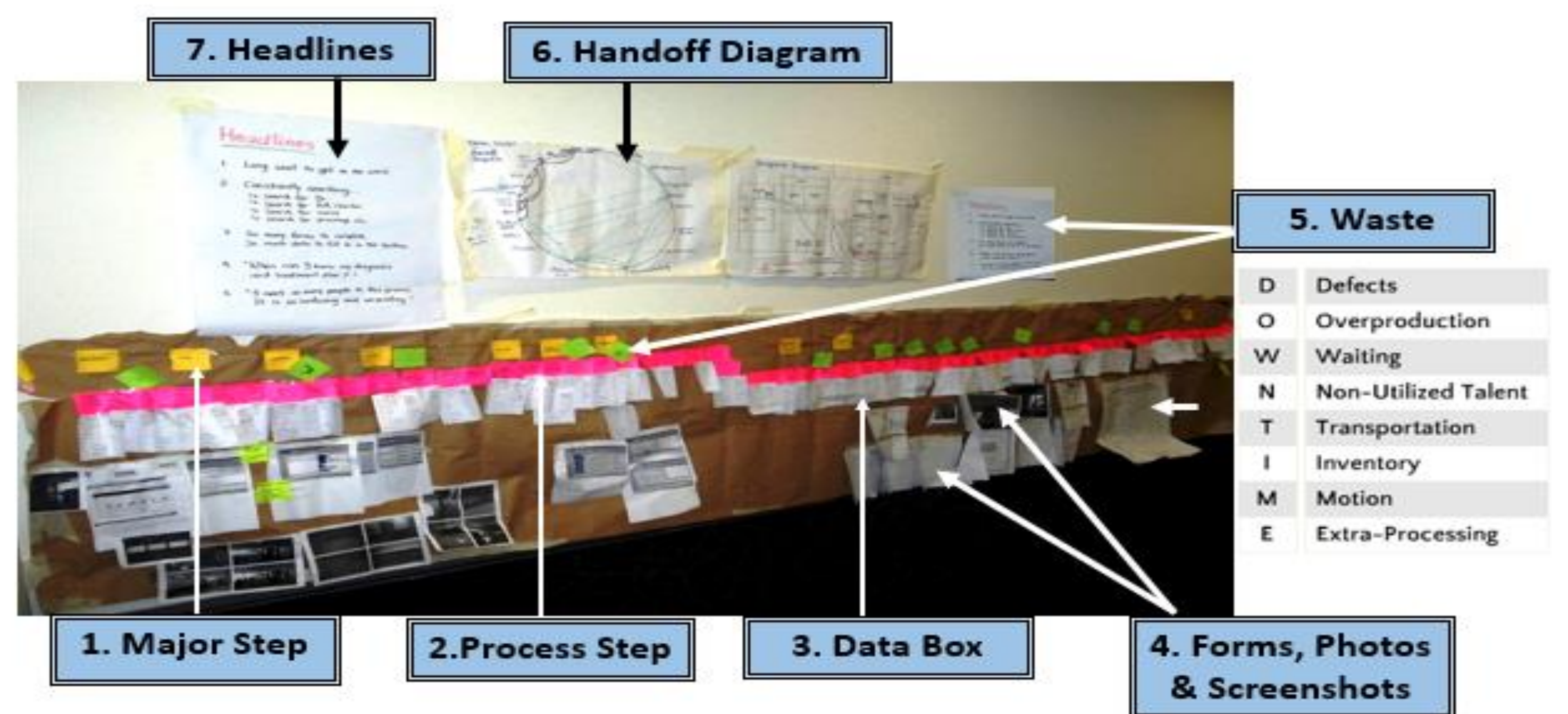
## How did we do it?



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?

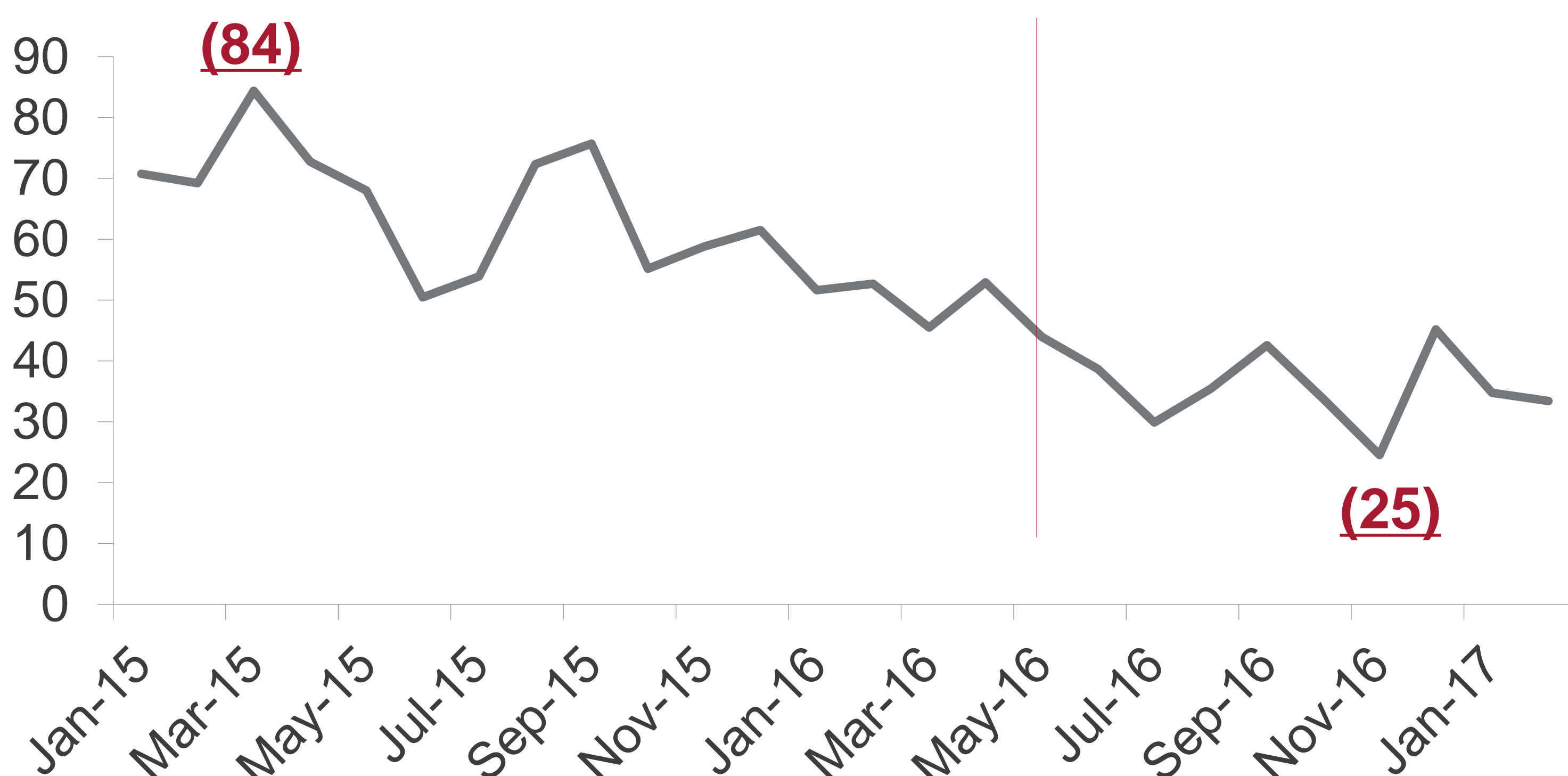
A **revised NH application workflow** which included **standardizing information required for NH applications** was devised with the inputs of all stakeholders and was rolled out together with a team of AIC staff was relocated to TTSH, called the **Nursing Home Referral Team (NHRT)** on 1 June 2016.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



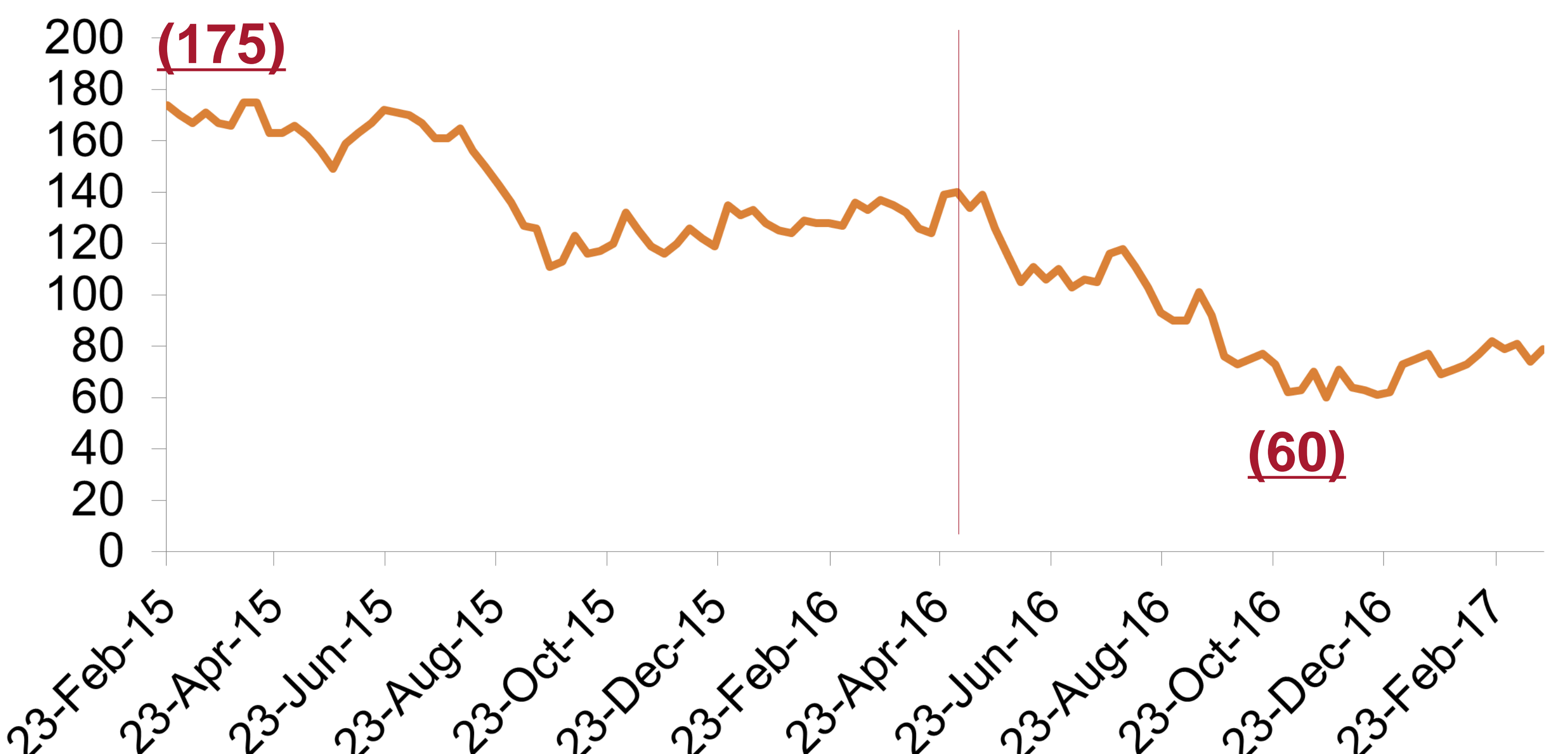
## The Result?

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** (total of 1417 cases from 1 Jan 15 – 31 May 2017)



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



## 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