Achieving TCM (Time, Cost & Manpower) Savings in Admiralty Medical Centre (AdMC)

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Introduction

AdMC Specialist Outpatient Clinic (SOC) opened in July 2017 & staff need to manage the daily counting & tallying of cash transaction collected (CTC) & float. With its lean manpower & the team looking for ways to reduce operating expenses, this project aims to:

- Improve the productivity of cash & float counting
- Achieve cost savings on CTC deposit for AdMC

Method

As-Is:

Point A
- Daily counting of CTC manually done by executive, tedious, time consuming & prone to manual errors.

Point B
- The cash collector vendor (CCV) does not come at a fixed time. Executive has to be available at any point in time thus affecting his/her productivity.

To-Be

In Jan 2018, the team brainstormed & prototyped to implement the To-Be workflow in Mar 2018.

Point A
- Administrative Assistant takes up the responsibility to count CTC and verified by the executive.
- Wrapped float coins (Fig. 1) for faster counting.
- CTC/float template (Fig. 2) using Excel to improve counting.

Point B
- Instead of engaging CCV services to bank in the CTC, the team performs CTC self-deposit into the bank located right in Kampung Admiralty where AdMC is.
- Leverage on bank’s SMS Q appointment system to reduce the waiting time in the bank.
- For safety, Administrative Assistant would go with another staff to the bank for self-deposit of CTC.

Results

- **Manpower & operating cost savings**

<table>
<thead>
<tr>
<th>Task</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>CCV services</td>
<td>$8,760.00</td>
<td>$0</td>
</tr>
<tr>
<td>Manpower</td>
<td>Executive</td>
<td>Administrative</td>
</tr>
<tr>
<td>Total savings</td>
<td></td>
<td><strong>$16,287.00</strong> (data from Finance)</td>
</tr>
</tbody>
</table>

- **Time savings**

<table>
<thead>
<tr>
<th>Task</th>
<th>Before</th>
<th>After</th>
</tr>
</thead>
<tbody>
<tr>
<td>Manual counting</td>
<td>45 mins</td>
<td>15 mins</td>
</tr>
<tr>
<td>Self-deposit</td>
<td>0 mins</td>
<td>15 mins</td>
</tr>
<tr>
<td>Handover CTC to CTV</td>
<td>6 mins</td>
<td>0 mins</td>
</tr>
<tr>
<td>Time spent</td>
<td>45 mins</td>
<td>30 mins</td>
</tr>
<tr>
<td>Time savings</td>
<td>15 mins per day</td>
<td></td>
</tr>
<tr>
<td>Total savings</td>
<td><strong>5,040 mins/year</strong> (21 mins x 240 days)</td>
<td></td>
</tr>
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- **Waiting time**

The waiting time period of 6 hours, twice a week, for the CCV to come is eliminated. Freeing up staff’s time.

Project Impact

Patient: full attention to patient without CCV disruption.

Staff: Self-deposit of CTC improves the productivity of staff. They can focus on work without getting disrupted. There is easier reconciliation report with daily deposit.

Hospital: Cheaper hospital costs with total savings of $16,287.00 per year on manpower & operating expenses.

Sustainability

There is a system in place; recording of files; quarterly monitoring & keeping a CCV contract as contingency.

There is Time, Cost & Manpower savings via self-deposit & manpower re-allocation to manage AdMC cash/float.