



Singapore Healthcare Management 2017

Timely Reimbursement of Medical Bill through reducing Lost Receipts



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SingHealth

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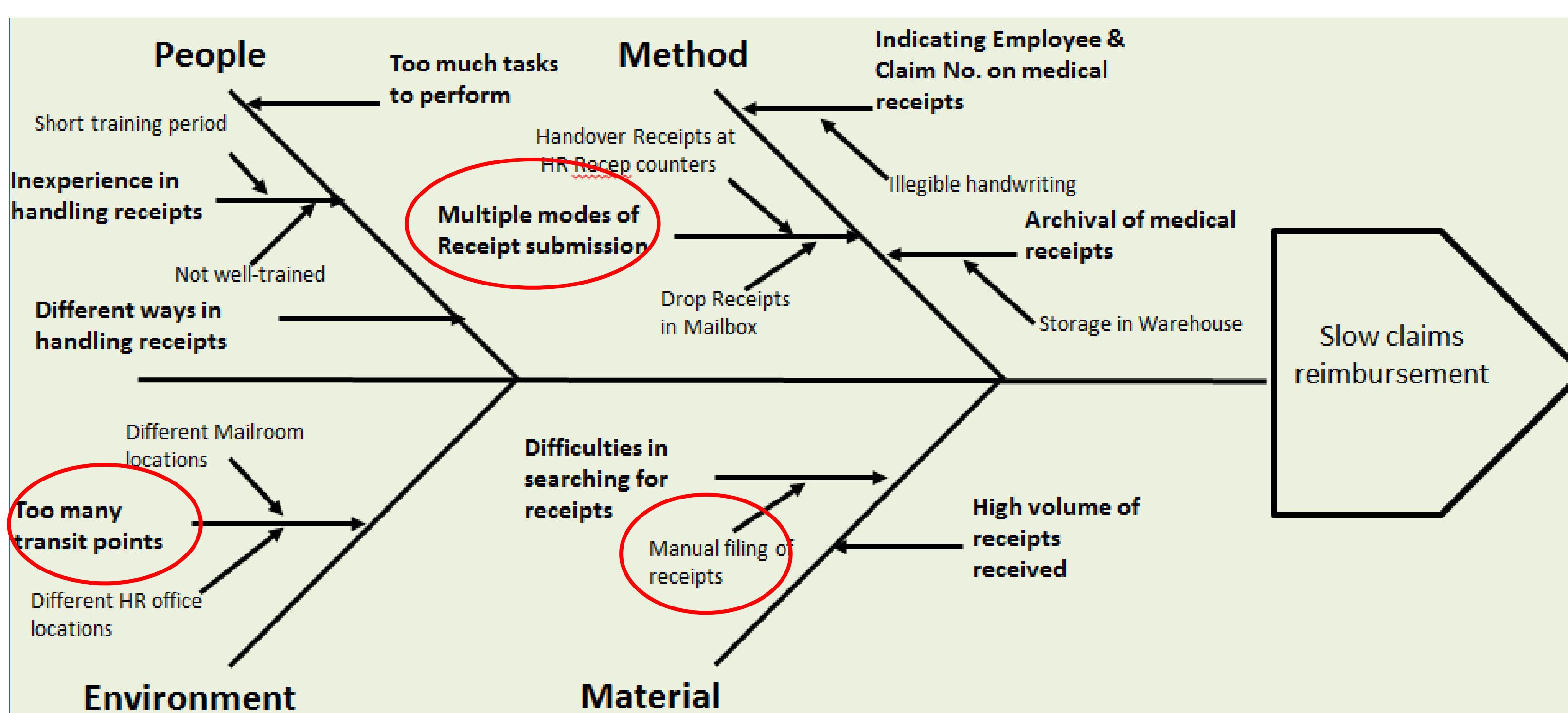
BACKGROUND

Submission of medical claims are performed online through the HR portal (People Connexion). Each claim was followed-up with the original medical receipts to the Medical Benefit team in HR Division for processing. The medical receipts were either sent via snail mail or personally by hand. Upon sighting of the medical receipts, approval/rejection was then performed by the Medical Processing Team.

- Late delivery of receipts resulted in **delayed reimbursement** to staff, especially if the payroll cutoff date was missed.
- Tedious and time consuming process in **locating / searching for medical receipts** to process pending medical claims.
- Statistics showed 300 and 350 **missing medical receipts** in 2015 and 2016 respectively.

METHODOLOGY

Root causes were identified using the cause and effect diagram.



Solutions were derived from the below methods in the following order:

- Brainstorm
- Serendipity
- Decision Matrix

Solution Development

Problems	Selected Solutions
Multiple modes of receipt submission	To revamp and enhance the current medical claim reimbursement process to achieve consistency of practice/behaviour
Manual filing of receipts	To leverage on existing technology for a more systematic mode of collation
Too many transit points	To have one dedicated mailbox for employees to drop their medical receipts to achieve single point of submission

Solution Implementation

80% reduction in lost medical receipts

- Feasibility study conducted with Finance and Internal Audit on submission of scanned copy of receipts.
- Environmental study on the current process proved that existing system is able to support submission on behalf by department admin and/or secretaries.
- Hardware study on the ground that departments are equipped with 3-in-1 photocopier and scanning machine.

A **shared email account** was setup for the submission of medical receipts. The medical submission **process was enhanced**. Staff could keep their **original medical receipt for audit purpose**.

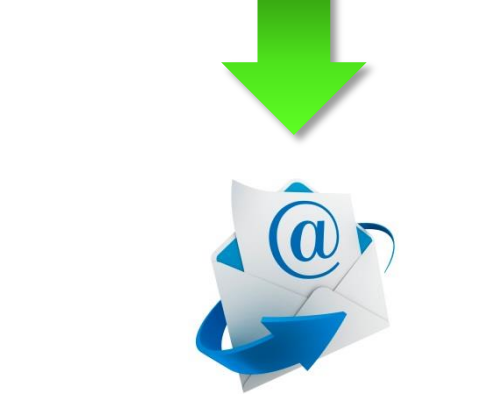
RESULTS

Briefing sessions were conducted on the enhanced medical claim reimbursement process.



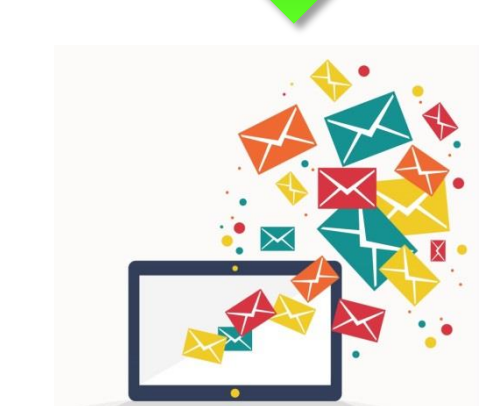
Online submission

Claim reference number generated upon submission. **Systematic approach** with indexing of claims.



Email scanned medical receipt to HR

Scanned medical receipt to be attached in email with employee number and claim reference number as the email subject heading. This is to **eliminate receipts lost in transit**.



All email redirected to shared account

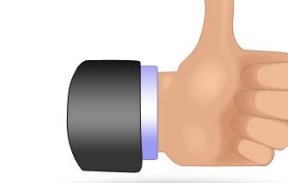
Shared email account allowed for **cross coverage**. There is also site **mobility, date stamp** of each email received with a **systemised organisation and archival** of the receipts



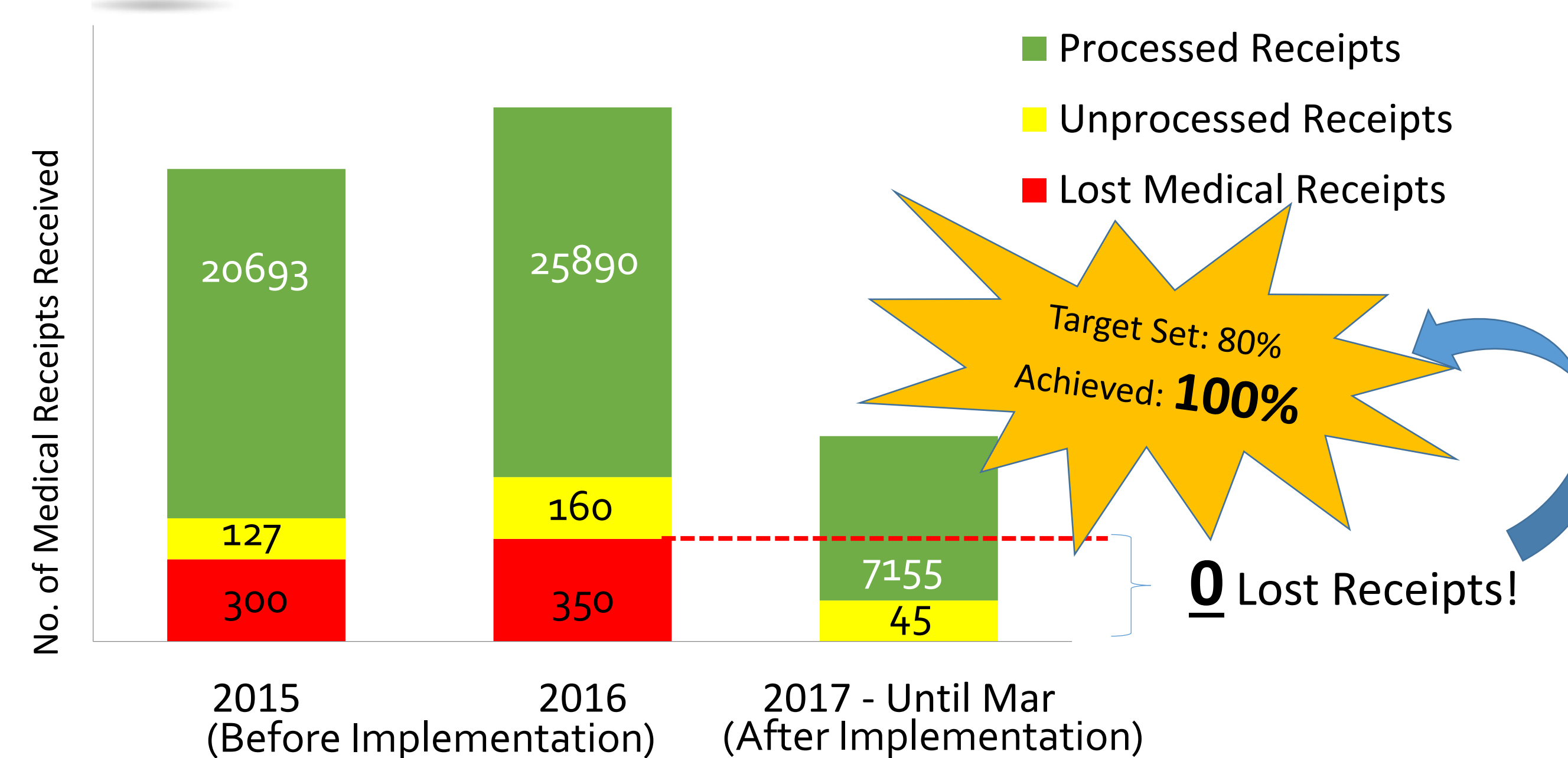
Medical claims processing

HR could **easily search** for the corresponding scanned **medical receipt** using employee number, claim reference number or staff name against the email subject for the medical claim that they are processing.

Achievements



Timely Reimbursement Through Reduction in Lost Receipts



Save storage space and eliminate cost for archival and destruction at warehouse

CONCLUSION

The transit from hardcopy medical receipt submission to electronic enabled timely reimbursement of medical claims to staff.

Intangible benefits

Reduced Work Frustrations : Lesser telephone calls & emails from staff regarding missing receipt. There is no need to search for missing receipts.

Creating value : With less time spent in searching for missing receipts, HR is able to channel time to other value-adding tasks.

Enhanced Staff Morale : With timely reimbursement, HR is now able to meet or exceed our KPIs.

Leveraging Technology : Align to organisational's BSC objective in leveraging technology to improve work processes



In our continual improvement effort, the **attachment function in the online medical claim form is supported by Cluster** for implementation. The attachment function is targeted to be available in 3rd Quarter of 2017