SINGHEALTH POLYCLINICS DENTAL SERVICES TRIAGE AT CALL CENTRE

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Project Background

- Dental Triage at Call Centre was conceptualized during one of the periodic meetings with Dental Services.

- The intent was to aid in increasing Dental utilization and streamline serving patients with acute Dental conditions.

- At the same time, we wished to put in place the foundation for cluster call centre pairing (with Sengkang Health Call Centre).

Methodology used

- Detailed workflows in managing Dental emergency, urgent and moderate cases at Call Centre were formulated.

- Dental Services business rules were reaffirmed.

- With the above system in place, Call Centre was able to take over some of the Oral Health Therapists' (OHTs) administrative duties.
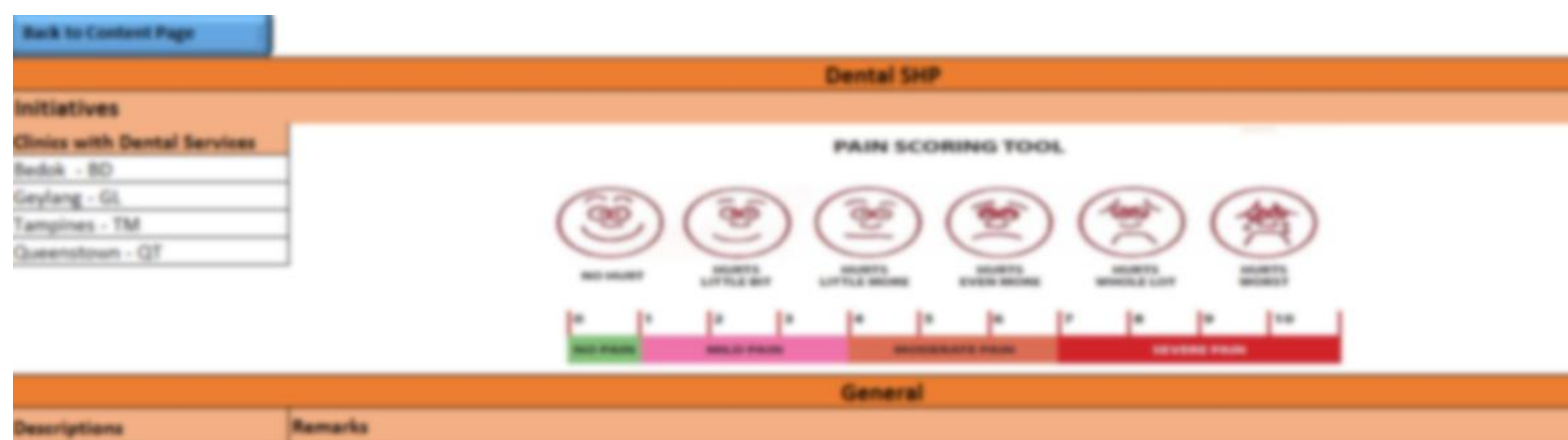
> "…workflows & service guide designed … aligned business rules & operational needs… understood by non-Dental trained staff".
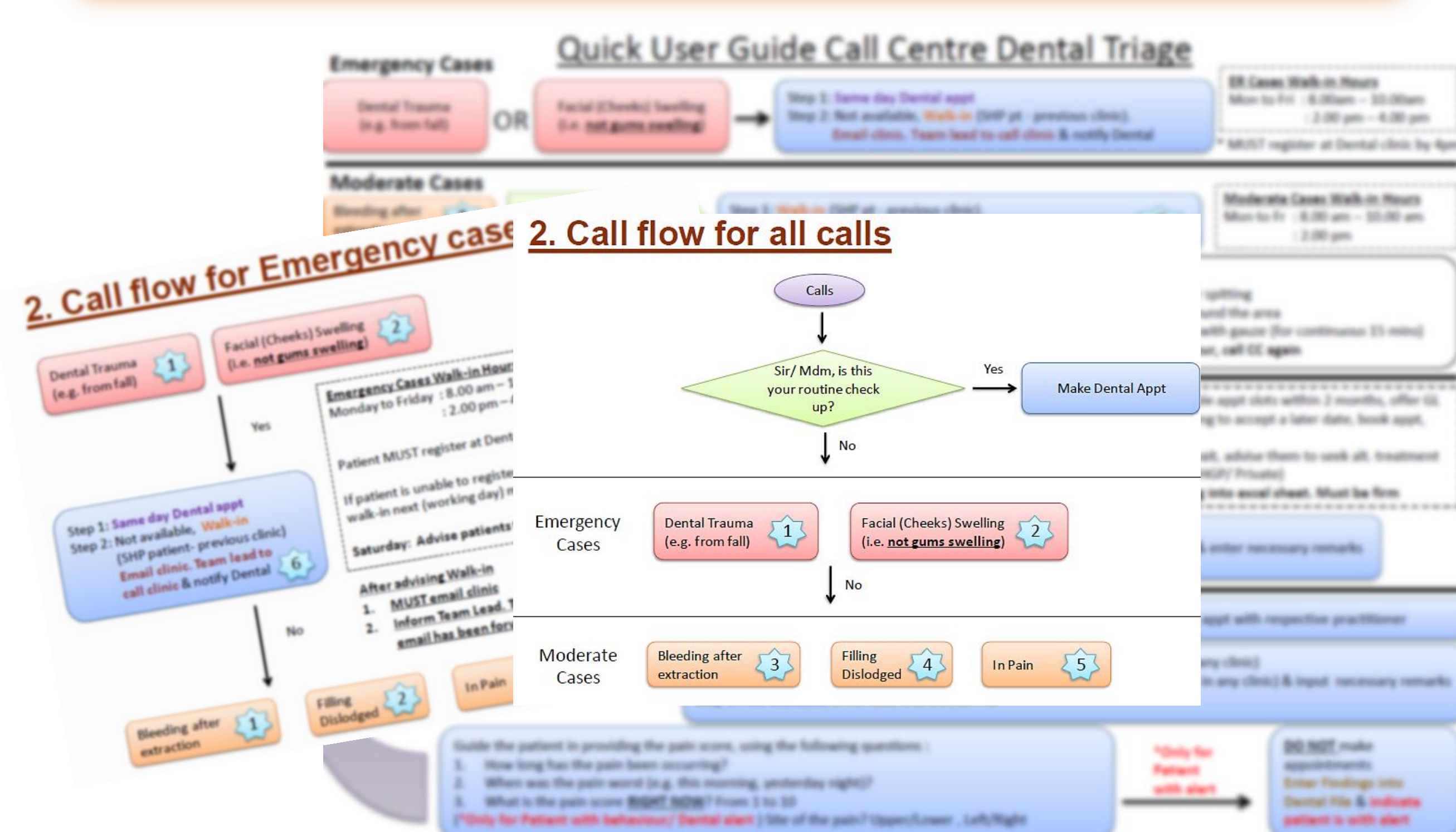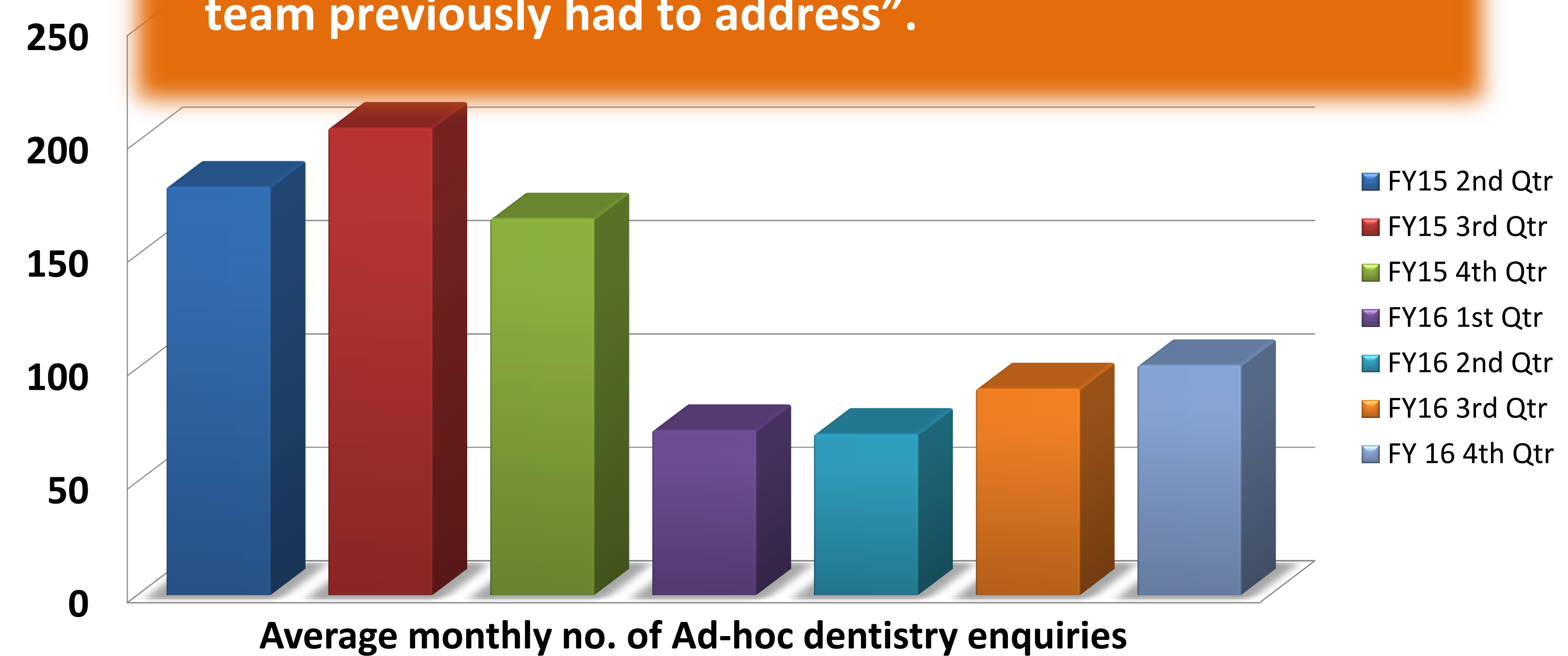

Before Implementation

- Call Centre was only handling straightforward Dental appointment booking.

- There was not much value-added support to Dental Services.

- With the previous workflow, many detailed Dental enquiries were logged into the shared folder for OHTs to address and call back the patients.

- OHTs were attending to an average of 184 ad-hoc dentistry enquiries per month (4th Qtr. of FY15).

- That resulted in some disruption to their clinical duties.

- At times, anxious patients were not able to wait for OHTs to call back resulting in public relations issues.

Intervention

- Dental Services and Call Centre team had multiple sessions to ensure the workflows and service guides designed for Call Centre were aligned with Dental Services business rules and operational needs, yet understood by non-Dental trained staff.

- The Dental Triage was piloted on 28th Mar 2016.

- The above system was communicated to all Dental staff, Clinic Operations staff and Call Centre.

- 3 weeks later, the team reviewed all departments' feedback and challenges.

- The workflows and guidelines were finalized.

- On 18th Apr 2016, Dental Triage at Call Centre was officially launched.

- Workflows and service guides have been periodically revised when there are relevant updates.

> "… 54% decrease in enquiries that Oral Health Therapist team previously had to address".

Average monthly no. of Ad-hoc dentistry enquiries

- FY15 2nd Qtr
- FY15 3rd Qtr
- FY15 4th Qtr
- FY16 1st Qtr
- FY16 2nd Qtr
- FY16 3rd Qtr
- FY 16 4th Qtr

After Implementation

- With the system in place, Call Centre is empowered to directly advise patients and take action on the identified dental conditions.

- Complex cases that do not fall within the workflow are logged into the Shared Folder for OHT's action

- This resulted in OHTs handling an average of 84 ad-hoc dentistry enquiries per month (since 1st Qtr. of FY16).

- That is a 54% decrease in enquiries requiring OHTs management.

- Patient experience has improved as

    1. Call Centre are able to give direct instructions and assistance to patients, reducing the need for call back from OHTs.

    2. OHTs can attend to the complex cases sooner

- OHTs are able to translate the time-savings to other clinic duties.

- The empowerment to Call Centre has made the staff feel more involved in patient care provision.

- **In conclusion, this initiative**

    1. **Decreased Dental enquiries directed to OHTs.**

    2. **Contributed to the increase of Dental clinic productivity.**

    3. **Improved patient experience.**

    4. **Made Call Centre staff feel more involved in patient care.**