

Building a Performance-Directed Culture for Improved Patient Outcomes



Singapore Healthcare Management 2017



June Whey, SHHQ
Jaime Low, SHHQ
Ken Poon, IHIS

Background

In 2015, the Office of Strategy Management developed a proposal to improve the existing performance management systems, with an appropriate cascading to individuals.

The project will be carried out in 3 phases.

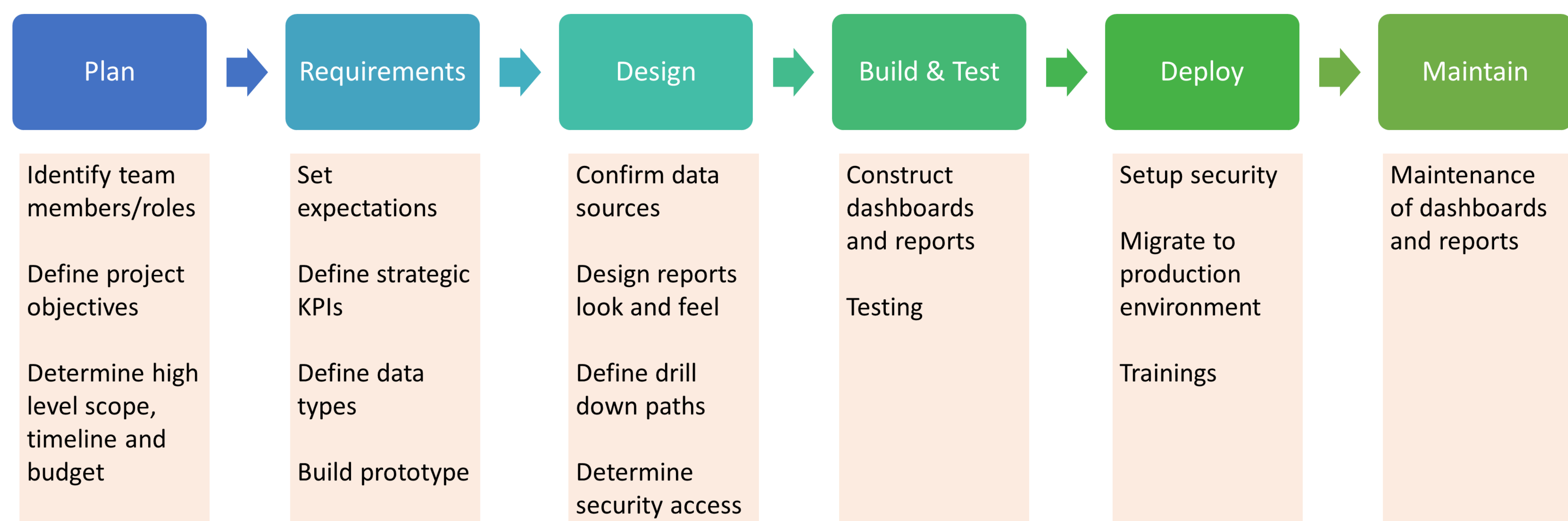
- Phase 1 (Sep 16–Mar 17): Reports for KKH, NHCS and NDCS that provided timely access to information for decision making and enabled clinicians to benchmark performance against peers.
- Phases 2 and 3: Extend reports and develop new views for other SingHealth Institutions

Objectives

- An evidence based and transparent performance system that fosters accountability
- Timely access to current and relevant information for decision making

Methodology

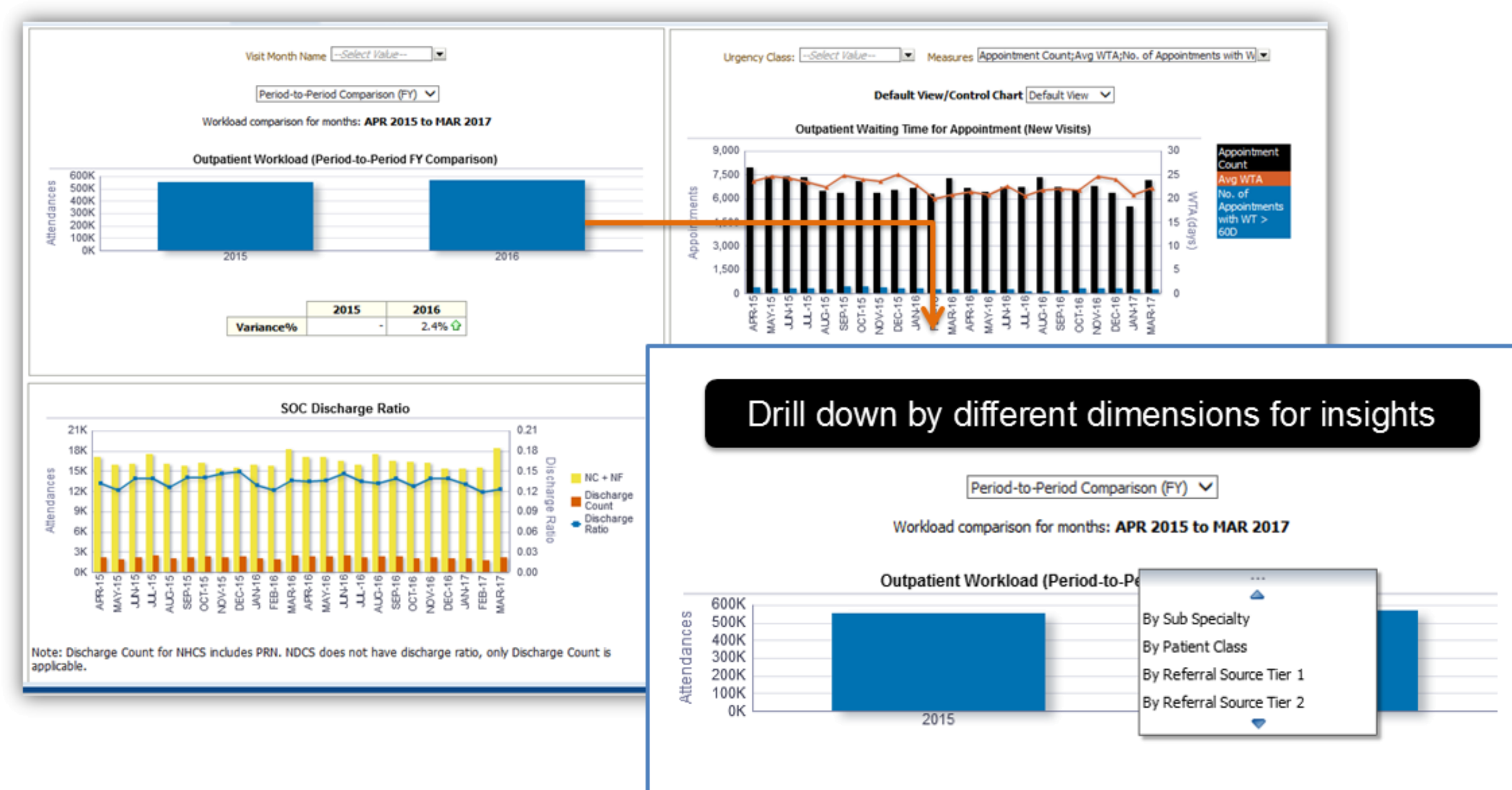
A step-by-step process to effectively plan, design, build and deploy dashboards ensured successful deployment. The business definitions and terminologies were harmonised for the cluster to ensure comparability.



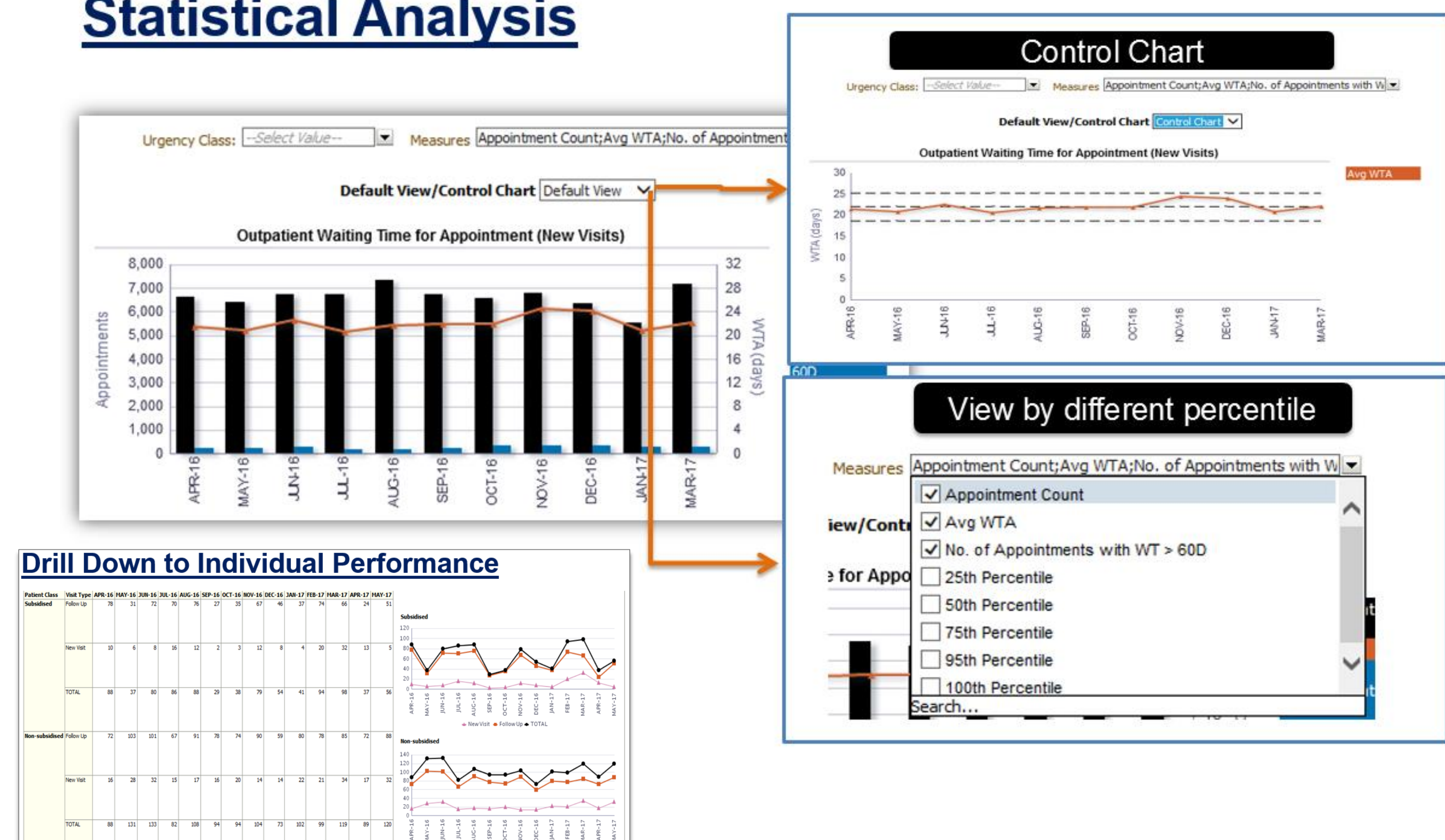
Results

45 reports (Outpatient Workload, Wait Time to Appointment, SOC Discharge Ratio and SOC No Show indicators) were automated. The reports may be segmented and viewed at different levels of detail for analysis e.g. by Institution, Specialty, Patient Class, Attending Doctor. Dashboards were created to provide senior management with line of sight to information for decision making.

Drill Down for Insights



Statistical Analysis



What Institutions Have To Say...



"The system provides transparency andan instant overview of the institution's operational performance anytime."

"...only 2 man hours per month is required to create a flat file for uploading data into eHIntS to automatically create the same reports. this system will also **error-proof** the reports creation process and **provide timely reports for quick decision making** by HOD/managers."



"Ops (MIP) team is able to **improve productivity**, **reduce** the possibility of **human error** in data preparation...**time saved** can be used to work on other projects/tasks"

