



Singapore Healthcare Management 2017



Singapore General Hospital
SingHealth

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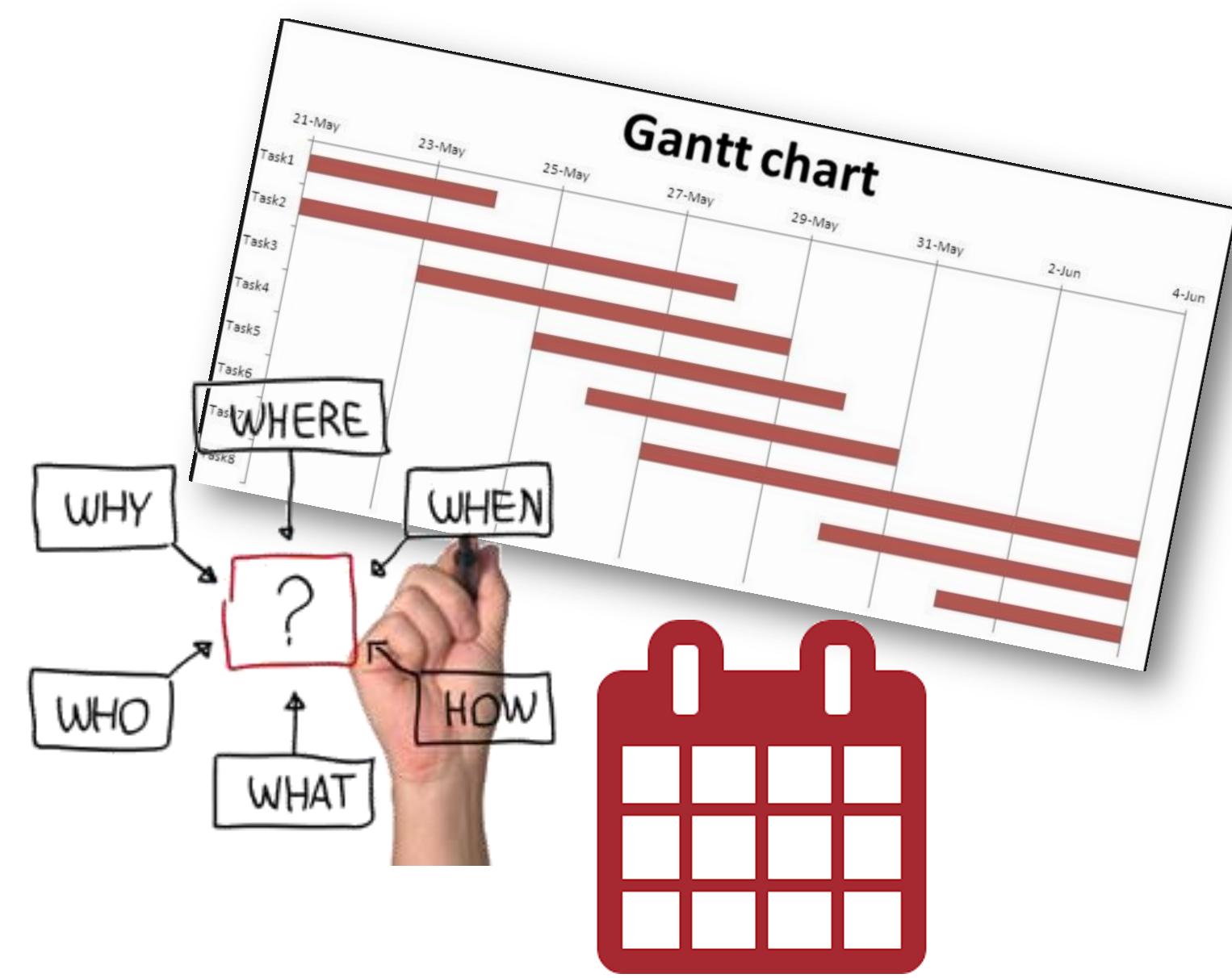
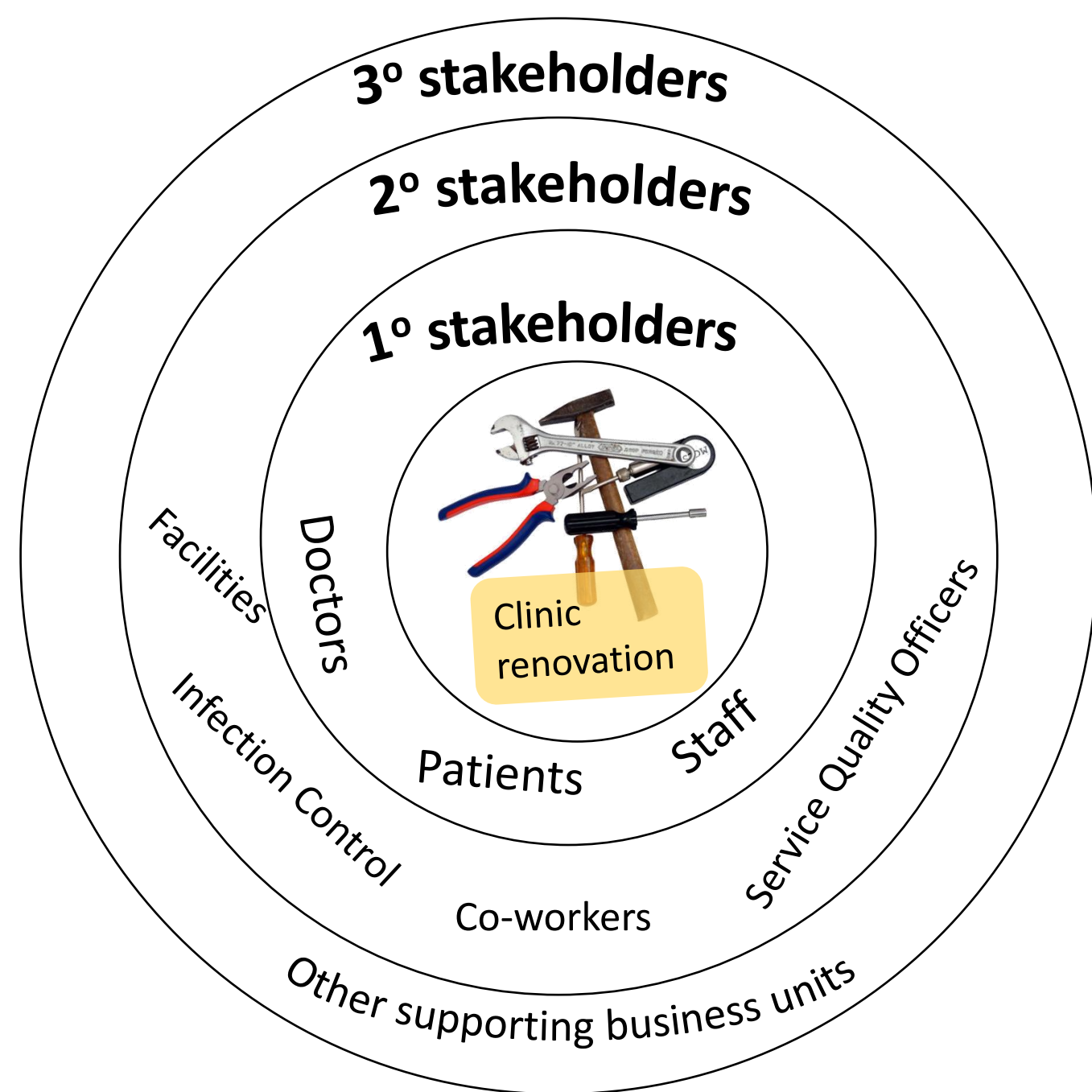
Clinic As Usual



BACKGROUND

Clinic renovation is a project that requires careful planning and proper execution. This is more so crucial for clinics without decanting space coupled with special groups of patients whose treatment plans cannot be delayed, which necessitates the continuation of clinic operations during the renovation period.

METHODOLOGY



Identifying the stakeholders who are directly or indirectly affected before, during and after the renovation will determine the information and expectations to be conveyed.

Planning the activities & timeline for a 3-day or a 3-month renovation can be very different. They require different logistics & resource-planning because of the varying lead times. Training on workflows changes during the renovation must be constantly communicated to the frontline staff.

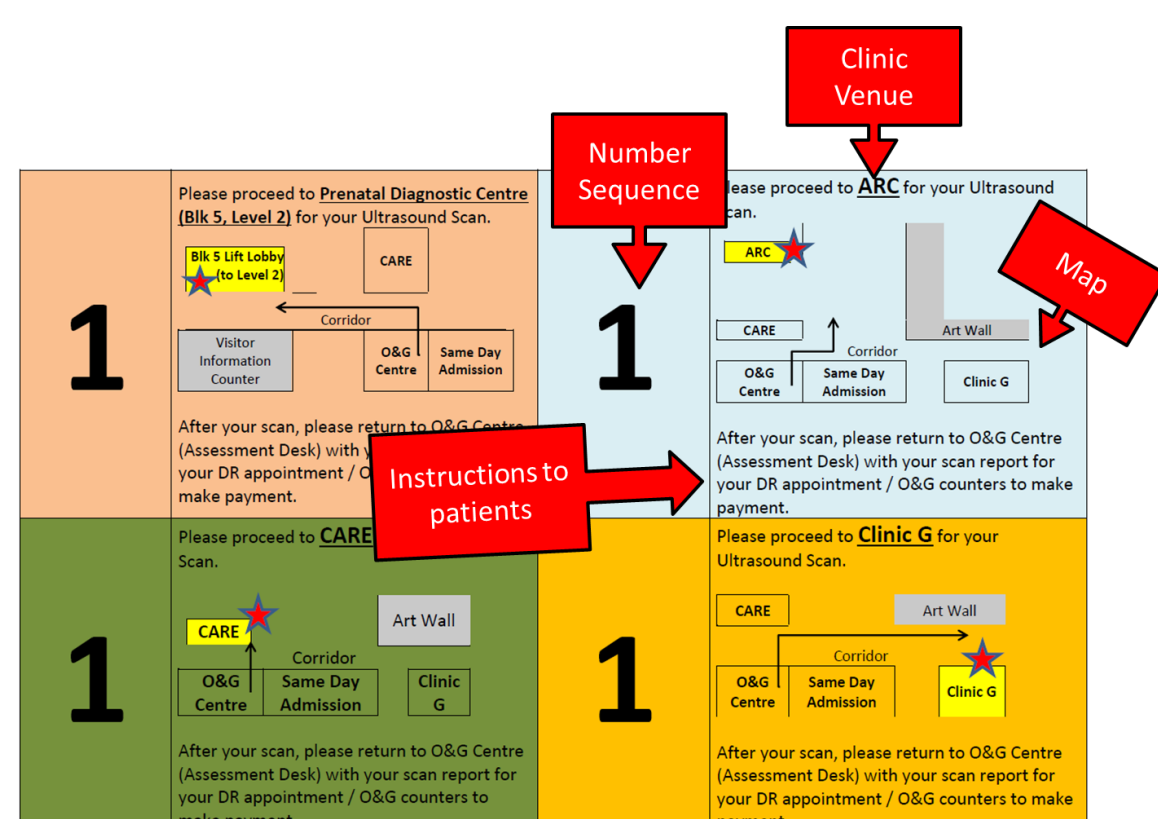
Utilizing various communication platforms for the different stakeholders of different interests and priorities for an effective delivery of information. It could be in the forms of dialogues; presentations; or just an informative email.

Improving and adapting to changes during the renovation is inevitable. Communication is the key factor for the frontline, as they need to be constantly updated of workflow changes to react and to convey the information accurately.

CLINIC RENOVATION

2014-2015 (O&G Centre Ultrasound Suites) Decanting plans

- At department meetings before the renovation, doctors and sonographers were kept informed on the 30% reduction of the overall workload of the Doctors and Ultrasound sessions during the 3 month-renovation. This is to facilitate the movement of minimal patients going for ultrasound scans between the decanting clinics.
- Call Centre was informed via emails to take note of the possible longer waiting time and waiting days to get the next available Ultrasound appointment.
- Other supporting departments, such as Service Quality is engaged to prepare possible relevant Frequently Asked Questions (FAQ) for staff to answer patients; and also to pre-empt the SQ officers to keep a look-out for any potential patient feedback during the renovation.



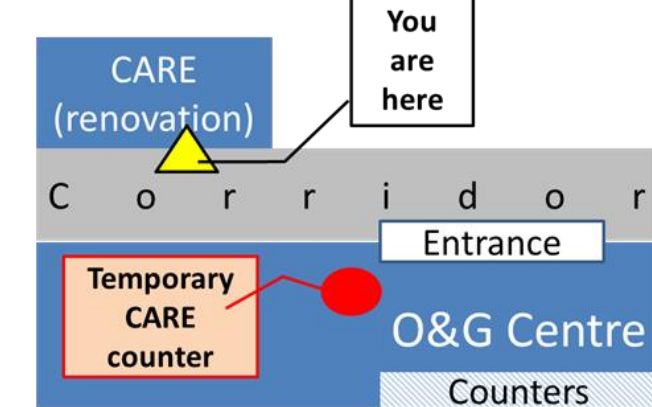
Example of manual Q-number issued to patients for the decanting clinics. Pamphlet given to patients at least 3 months before Ultrasound renovation.

2016 (CARE) Decanting plans

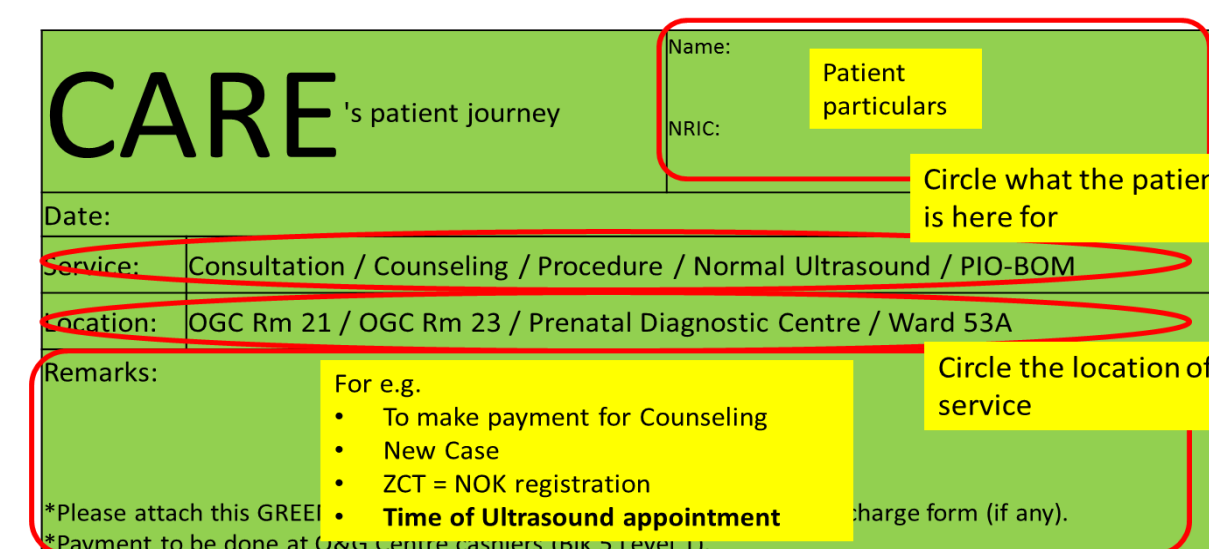
- As all IVF procedures have to be stopped during the renovation, the patient waiting list to start IVF programs was frozen as early as more than 6 months ago. Interested patients were also kept informed of the 3-month long renovation and the choice was theirs to decide whether to wait or to move on to other fertility centres.
- Officers at the Call Centre and Service Quality were also informed of this decision so as to better manage patients' expectations.
- Reduced workload of Doctor's Consultations, blood-taking and nurse counseling services were decanted to the neighboring clinics.
- Staff from both clinics were introduced to one another, and constantly kept updated of the workflow changes so that everyone can work together and ensure no patient care is compromised.



Revised CARE patient's journey during renovation for easy patient identification.



Map pasted outside CARE during renovation for patient's reference. Improved arrangements with Visitor Information & sticker identification for gantry access.



CONCLUSION

Effective communication is pivotal to the success of a clinic renovation project. Stakeholders provide the logistical and other forms of support during crucial times. The clinic staff not only need to know the work processes well, but they also need to understand why things are done in a different manner during the renovation.

Patients' expectations have been well managed during the renovation of both clinics as they were kept duly informed during those periods.

Without compromising patient care, understanding and communication among one another helps the staff to work cohesively, to be decisive and adaptable to changes, and subsequently to manage patients' expectations by providing a more accurate piece of information.