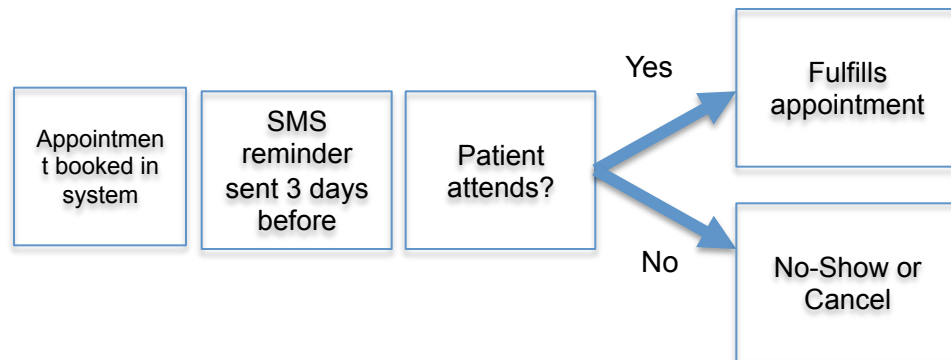


1. Define

Problem:	<ul style="list-style-type: none"> A 20% no-show rate translates to a manpower loss of 3-4 full-time therapists a month. Potential and capacity to attend to 700 more patients in a month
Goal:	<ul style="list-style-type: none"> Reduce % of no-shows from 20% to 10% in KKH Rehabilitation department
Project outcome	<ul style="list-style-type: none"> Optimise professional manpower utilization Improves care to patients due to shorter waiting periods during scheduled appointment Cost savings of at least \$30,000 per month Additional 360 man-hours per month

Overview of appointment process



Hidden factory

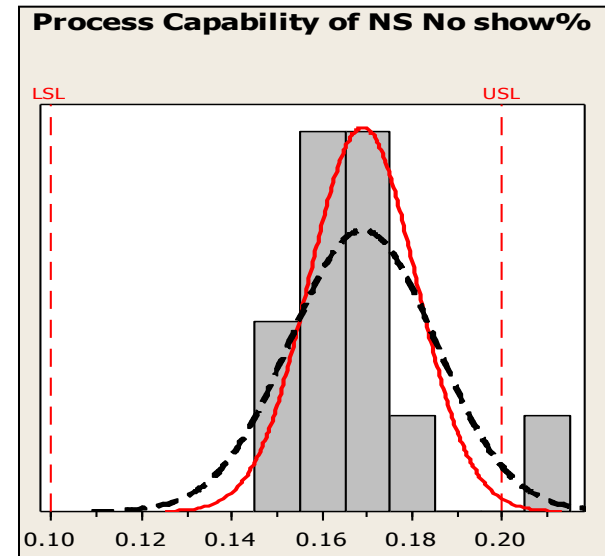


2. Analyse

Variables	No-show rate	Defect rate	Cancellation rate
Distance	x	x	x
Age	✓	✓	x
Payment Type	✓	✓	x
Department Type	✓	x	✓

3. Measure

In order to know how much to improve, we calculated the current of No-shows to establish the base case scenario

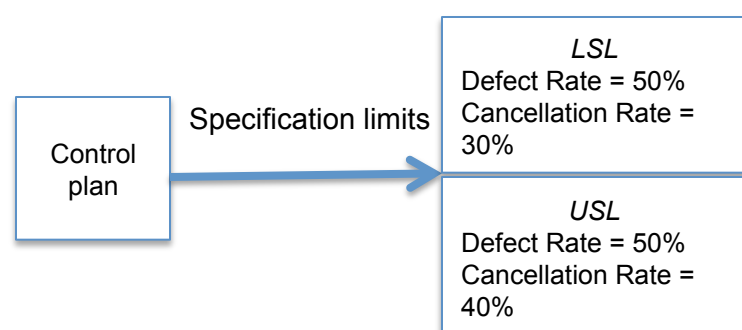


4. Improve

Appointment System	<ul style="list-style-type: none"> Change in appointment cards Encourage cancellations 3 days before Hire additional staff for appointment calls Deposit fee
Staff Training	<ul style="list-style-type: none"> Clinical staff to remind patient of the option to cancel Stronger emphasis on consistent Rehab sessions
Additional Solutions	<ul style="list-style-type: none"> Name List (waiting list) Reduce defects Therapists schedule appointments Transportation arrangements

5. Control

Once the improvement plan is in place, we proceeded to implement control plans to make sure we retain the improvements in the future!



What needs to be done	Frequency	Upper Specification Limit	Person Responsible
<ul style="list-style-type: none"> Monitor Defect, Cancellation and No-show 	Monthly	50%, 40%, 10%	Process owner
<ul style="list-style-type: none"> Monitor no. of voicemails to Rehab department 	Weekly	Less than 5 a day	Counter Staff