

Reinventing the Patient Service Experience for New Orthopaedics Clinic

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BACKGROUND

Healthcare delivery processes today were not consciously designed to be efficient, safe and seamless to both patients and staff. Process inefficiencies and waste (e.g. multiple patient and staff movement) are often created as the design of the space do not support the delivery processes. Healthcare is also characterised by long waiting times.

OBJECTIVE

With the above in mind, CGH embarked on a journey to enhance, improve and transform its work process and facilities to deliver patient care that is reliable, safe, efficient and enjoyable.



METHODOLOGY

Design and Lean concepts were widely used throughout the project, including:

Research

- Interview and shadow stakeholders (i.e. patients, doctors, nurses, etc.)
- Research on Singaporeans and their expectations
- Research on what other organizations do to manage waiting times



Observe CGH patients and processes

- GEMBA walks – walking the grounds that patients and staff alike go through for better understanding
- Field observations – observing how patients move around the clinic/hospital as well as how they respond to the facilities and amenities
- Visual Stream Analysis – charting the processes in detail and identifying wastes in the processes



Synthesis – Work Sessions & Workshop

- Develop spatial experiential blueprint that help to encapsulate all significant ideas and findings in a concise form
- Identify user journey, insights and key moments that will form the guiding principles for designing the processes and facility
- Testing out ideas through prototyping the design and working out the new processes and layout with the stakeholders



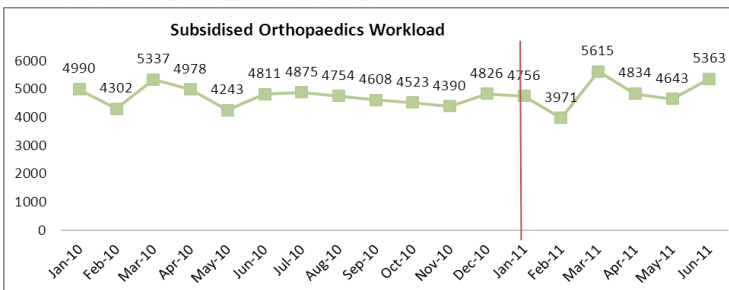
Design Charrette

- Transfer of knowledge via close collaboration sessions between IDEO space designer and project lead and the CGH core team

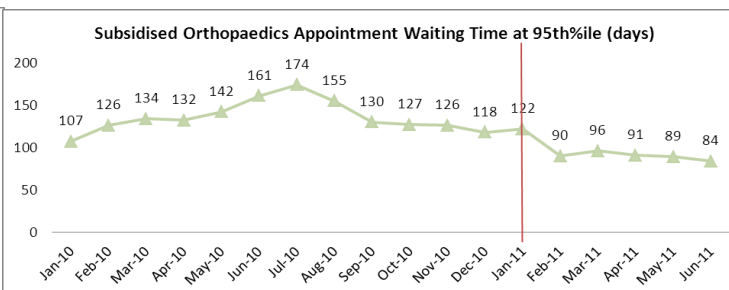


RESULTS

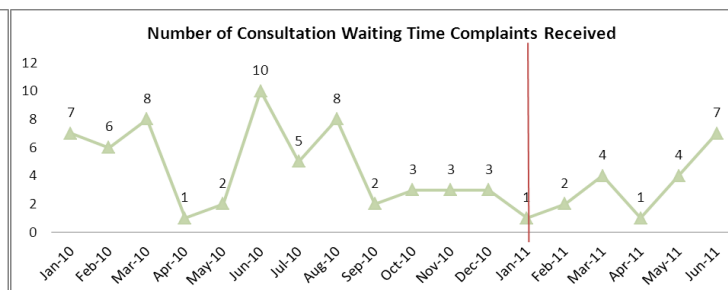
With the completion of the renovation works in Jan-11, we have seen some improvements in some of the key indicators of the clinic as shown below.



The above chart illustrates the increase in patient load for the clinic.



A steady improvement in the appointment waiting time with a drop of more than 30 days at 95th percentile.



Number of complaints reduced to average of 3 per month despite a higher workload count.

There are also visible improvements in the aesthetics of the clinic that make the wait more comfortable and conducive.

Before renovation:



Counter & Wait Area



Corridor Wait Area

After renovation:



Corridor Wait Area

Self-Registration

Counter Area



Corridor Wait Area

Back of House Area

Back of House Area

CONCLUSION

This is the first project for the hospital to adopt design thinking methodology in clinics, with substantial teamwork and contribution from clinical, operations, facilities, radiography and call centre. The project also won the **Silver Award** at **2011 PS21 Best Project Category**.