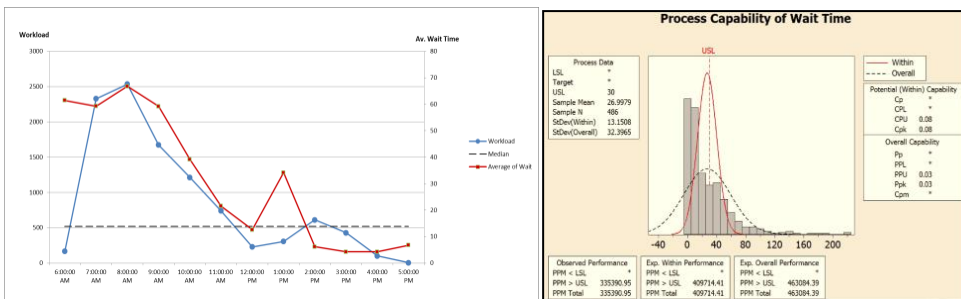


INTRODUCTION

The project's aim is to reduce waiting times at the clinical laboratory at the Sengkang Polyclinic.

Background information:

- 77% of the patients accessing lab services each day visit the lab between 8-10 am (peak period) and only 50% require fasting.
- Patient survey data (Nov 2013) established that the acceptable waiting time is up to 30 minutes.
- With current processes, statistical analysis has shown that 46% of patients will wait for more than 30 minutes. During peak hours (8-10 am), some patients can wait for more than 2 hours.
- The patient survey data also highlighted that 71% of non-fasting patients were willing to move to the afternoon session, if recommended by their doctors.



RESULTS

- We have successfully completed the 5S activities and have submitted the enhanced layout proposals for Sengkang Polyclinic. Onsite enhancements/renovations will commence in July 2014. This will include the following:
 - Better patient flow, with less travel distance.
 - More space for wheel chair patients.
 - Each station is able to call patients individually.
 - Receptionist is strategically placed near the entrance.
 - Better utilization of space and increased number of phlebotomy stations from 2 to 4.
 - Incorporated elements of Design Thinking.
- Allotting patients to specified time blocks or appointment slots will also reduce waiting times during peak periods, by at least an hour.



METHODOLOGY

The Lab. Services Task Force (LSTF) was formed, comprising SingHealth Polyclinic, SGH Department of Pathology, and Office for Service Transformation staff, in September 2013.

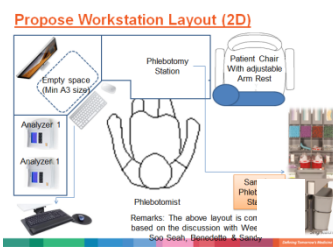
The task force's approach is as follows:

- Streamline lab. processes, improve workstations and existing layout for greater efficiency in labs. (by utilising Lean Six Sigma tools and techniques).

Before



After



- Level-load patient volume (by implementing time blocks for 'Fasting vs non-Fasting' patients and subsequently an Appointment System) to distribute the patient load more evenly throughout the day to match available resources.



A 'LABORATORY INVESTIGATION FORM' for 'DM Follow-up Panel (HbA1c, Glu, NA/K/Cr, Creat, CHOLEL/TG/DL-C, Urine Dipstick -> Microscopy or MACR, ALT)(Only SHP)'. The 'Fasting' checkbox is checked. A red arrow points to this checkbox. The form includes fields for NAME, BIRTH DATE, ADDRESS, ACCOUNT, LOCATION, REQUESTING STAFF, CLINICAL DIAGNOSIS, and LAB INSTRUCTIONS.

CONCLUSION

The LSTF efforts to reduce waiting times at clinical laboratories are vital to SingHealth's mission of putting patients at the center of care delivery and aim to offer patients a truly seamless experience. The task force is driving similar activities at other SingHealth Polyclinics, to reduce waiting times. A post-survey (staff and patient) and waiting time analyses will be carried out in September 2014 post-implementation.



PHLEBOTOMY WORKSTATION



REGISTRATION AREA



WAITING AREA



FITMENT AREA