Singapore Healthcare Management 2014

Optimising Performance as A Team



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Background

Since early 2013 CEO, CMB, Division Chairmen and key staff from Finance, Speciality & Ambulatory Services (SAS) and Department of Document Management Services (DDMS) started monthly workload and progress meetings to review and improve the activities of the Hospital with focus on work productivity and improving waiting times at the service points. This poster outlines the methodology and the results.



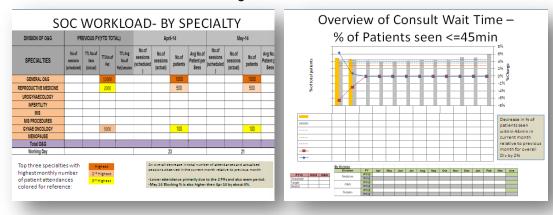
Hospital Workload

Finance shows the workload by number of attendances or patient days or test performed as appropriate, as well as the Full Time Equivalent manpower by the appropriate pillar (ie. Clinical Service). This information gives the team a sense of the workload trending, the productivity of respective areas as well as the reasons for any surge or drop in the activities. Constructive discussion and brainstorming for ideas have certainly helped to create opportunities for further improvement.



Outpatient Activities & KPIs

SAS team presents a detailed breakdown of the clinics attendance as well as key waiting time indicators. The data analytics facilitate discussion on the waiting time and clinic issues, as well as explain the trends on workload and variance from targets.

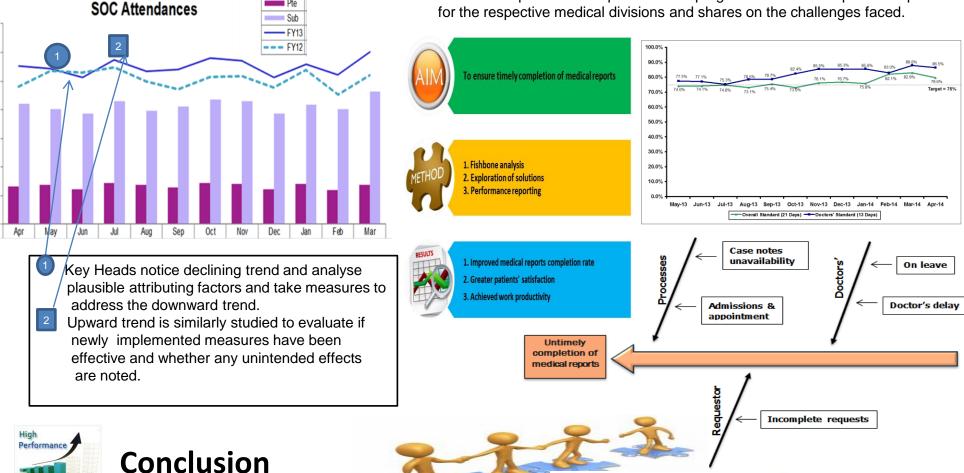




Turnaround time for Medical Report

PATIENTS. AT THE HE RT OF ALL WE DO.

DDMS staff provides an update on the progress of medical reports completion



Over time, participants of the Workload and Progress Meeting provided useful insights that facilitate practical and effective solutions to the problems. Clinical heads are most interested in relevant and timely management information to improve the running of their departments. With a focused objective and set monthly commitment of an hour among key stakeholders, together with the guidance and support from CEO and CMB, timely consultative decisions can be made to bring relevant changes not only to the systems & work processes but also influence positive mind set changes. Patients are happier with timely accessibility of our clinical services, obtain their medical reports in a timely manner and manpower is appropriately deployed.