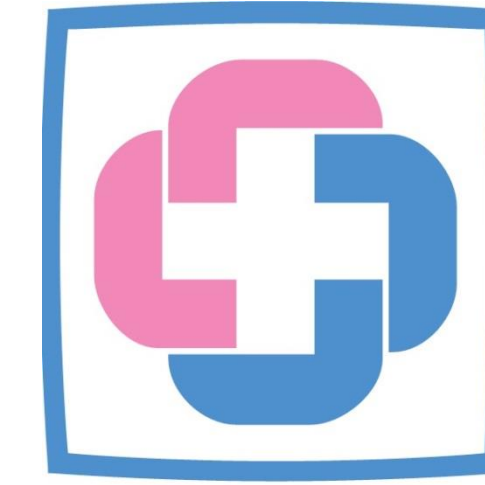




Singapore Healthcare Management 2018

Improving Medical Report Turnaround Time

Lee Worn Jiun
Charrissa Chew
Loke Chui Yee

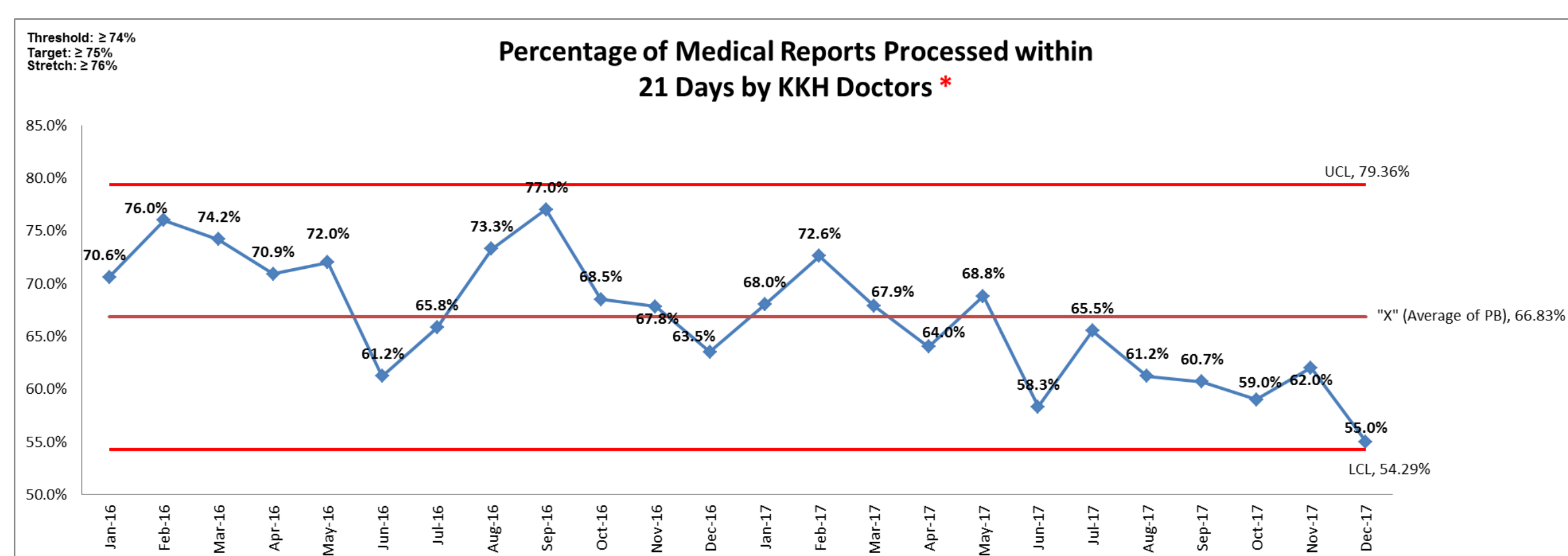


KK Women's and Children's Hospital
SingHealth

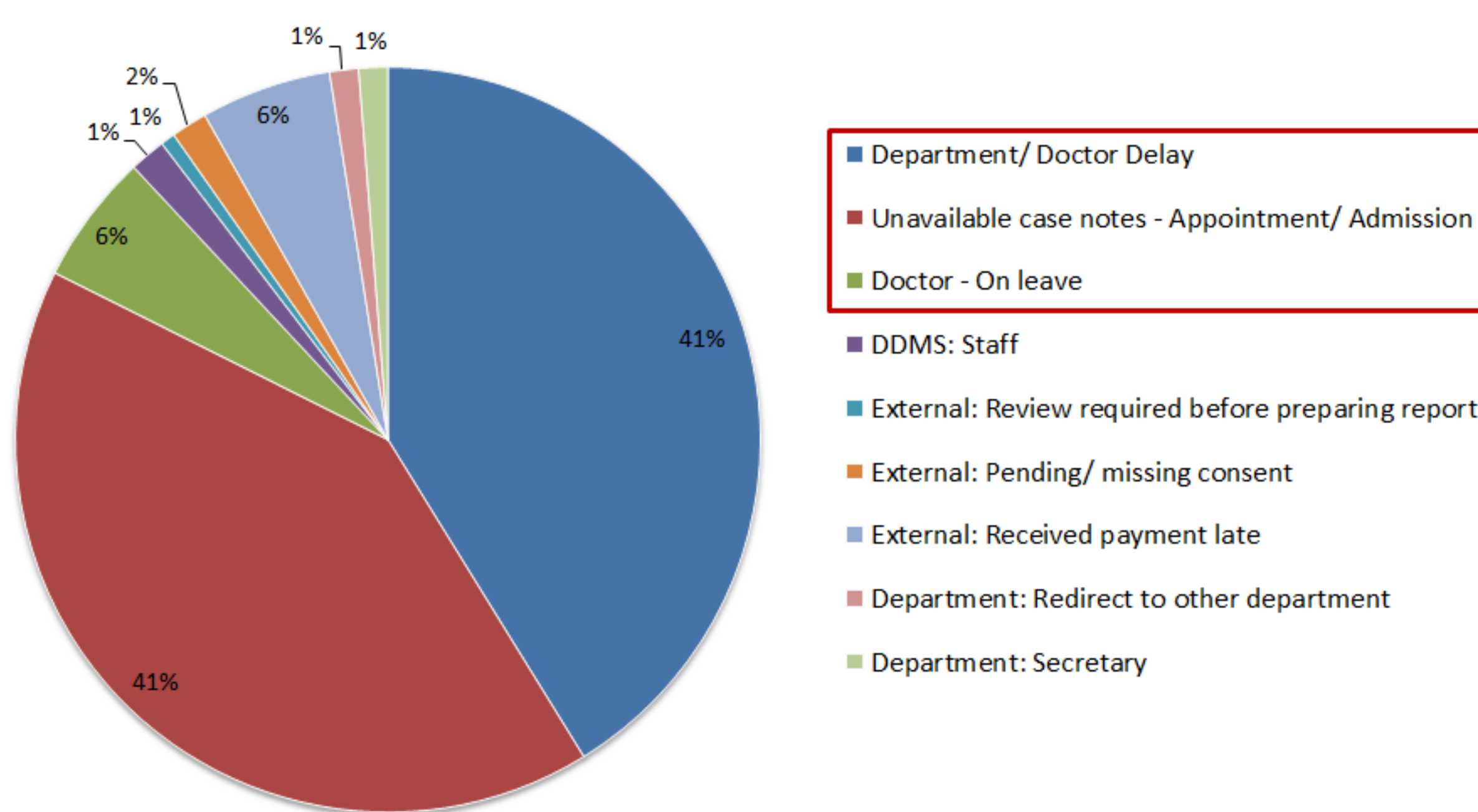
Background

Release of information in the form of medical report is vital as requestors require the information for continuity of care, processing claims, legal purposes and/ or investigations etc. Due to the nature of the requests, timely release is important. The current service standard of medical report turnaround time is 21 days.

Problems or Opportunities



The target for percentage of medical reports processed within 21 days is 75%. However, for FY17 (YTD till Dec 2017), the baseline is at 61.61%.



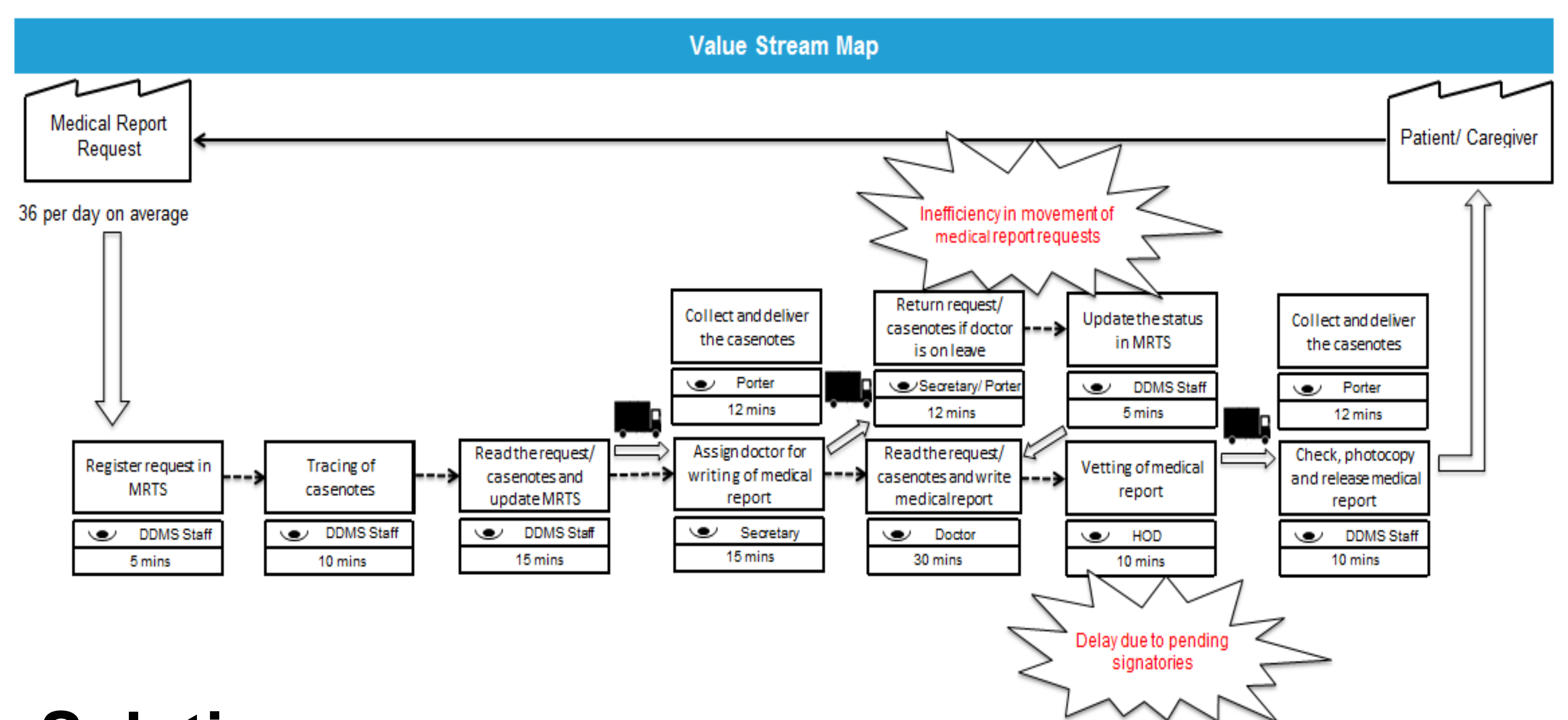
The top 3 reasons for the delay were identified.

Aim

To improve the percentage of medical reports processed within 21 days by 10% within 3 months.

Methodology

Value stream mapping was used to define the process steps and analyse the flow of information. From the map, we identified wastes such as delays and inefficiencies, and held discussions with the respective Divisions to identify opportunities to reduce the turnaround time.



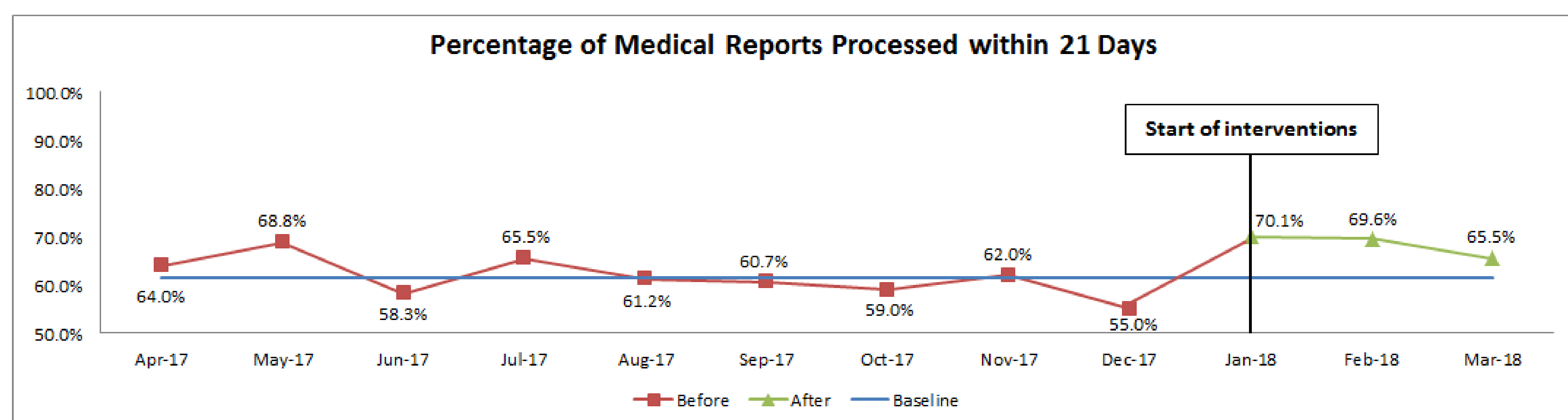
Solutions

Issues	Proposed Solutions
Doctor on leave	Department not to send back the medical report request to DDMS. Inform DDMS on the re-assigned doctor, if any. * Inefficiency in movement of medical report requests
Department/ Doctor Delay	Simplify the process for simple Ordinary Medical Report by removing the requirement for HOD's signatories. * Delay due to pending signatories
Unavailable casenotes - Appointment/ Admission	Scan case notes of medical report requests for patients with upcoming appointments, so that appointment and medical report writing can take place concurrently.

To facilitate the workflow for routing of simple ordinary medical report signatories, a checklist was also introduced for ease of implementation.

<input type="checkbox"/> Investigations (E.g. Police - SA / NAI cases)
<input type="checkbox"/> Court / Legal Proceedings (E.g. Law firms, Custody case)
<input type="checkbox"/> Government Bodies (E.g. Ministry of Home Affairs, Ministry of Social & Family Development)
<input type="checkbox"/> Office of Patient Experience (OPE) case
<input type="checkbox"/> Others : _____

Results and Conclusions



By eliminating the delays and inefficiencies in the process, the Key Performance Indicator of medical report turnaround time improved by 11.02% from baseline within 3 months of implementation.

This resulted from improved collaboration between the departments and increased productivity by streamlining the process.