



Save Trees, and they will Save You!



Changi General Hospital
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Sharon Faith Teo,
Ng Yong Quan,
Changi General Hospital

Project Background



CGH has a well-deserved reputation for quality customer service. However, faced with changes in patient expectation, demand of a robust business continuity plan and stringent personal data protection requirement, CGH faces the possibility of risk management compliance failure due to ever increasing risk and security exposure.

We have managed solutions to help CGH stay ahead of patient satisfaction & safety by focusing on document security management and automation of document savings. The project aims to increase staff productivity by spending lesser time on manual processes and to reduce usage of Business Office (BO) Folders.

Problem analysis

- Documents are lost in transit, misfiled or misplaced
- Staff are very reliant on hard copies.
- The job requires staff to ensure completion of patient documentation (e.g. Identification documents, Medisave Forms, Care Cost Forms etc.)
- Complacent with old habits and reluctant to change processes.
- Frequent printer breakdown

Aim of the Project

- Increase patient contact time → Better Patient Experience
- Prevent loss of documents with the use of Microsoft tools to ensure accuracy and completeness are not compromise
- Use systems to improve workflow (E.g. Scanning patient's documents into OnBase which also helps to enhance patient data protection)
- Minimize the need for storage

Changes (Methods)

Before	After
43 BO Folders Used Daily	2 BO folders Used daily (AM/PM)
9 pieces of documents are printed for every admission	3 documents are printed only when necessary
No Checklist	Checklist for accountability & guide for new staff



SN	Patient	PSA	Name	Address	Patient's Class	Plan Type	DT Charge Form/FOSP	MCAF	NEFR	Diagnostic Radiology Charge Form	Remarks
	Put on Your Sticky Label	Checked On									
	Bed/Facilities: Dr in charge:	Checked By	Followup	Followup	Followup	Followup	Followup	Followup	Followup	Followup	

Annotations:

- Accountability
- Tick after checking
- Ensure that patient is charged the correct type of Bed
- Amendments to be made. Can be a source for tracking errors too

Before – Individual patients with 1 BO folder each After – Consolidate all documents by date of admission



Measures (Results, Outcomes and Figures)

	Before	After	Savings/Deficits PER DAY
No. of BO Folder used in a day	43	2	95%
Average Cost of BO Folder per day [BO Folder - \$0.21/piece]	\$9.03	\$0.42	95.3%
No. of paper used per day	301	14	95%

Changes	Time saved	Est. no. of cases/day	Total time saved	Total saved per D\$ PSA
Opening of BO Folders	1 min 24 sec	43	60 ~ mins	30~ mins
Printing	46 sec	43	33 ~ mins	16.5 ~ mins
Bill Checking	1~ min	43	43~ mins	43~ mins
Total time saved				89.5~ mins (1 hrs 29 mins)

- There had been a 100% success rate since the project started in September 2017, staff were trained to be less reliant on hard copies and have made use of systems to get information they require for patient's admission.
- There were also no missing document cases since the roll out as the checklist ensures accuracy and completeness.



Staff Verbatim

Benefits
↑ Time spent with patients
↑ Time Saved for Business Office on culling documents
↑ Private & Confidentiality
↑ Accessibility to information
↓ Storage & Clutter
↓ Time spent in looking for charge forms (for investigation purpose)

- Loading papers can be quite a chore when the queue is long!
- I realize I spent more time with patients!
- I hate it when the paper jams!



Conclusion

The initial stage was challenging, staff were very used to checking hardcopies as it gives them assurance in accuracy and they were not use to toggling between systems as some may not be IT savvy. The teething period actually took a slightly longer time as they tried to get used to the new changes.

Over the past 6 months, after they got familiar with the changes, they started seeing the benefits it has brought them. They are more productive in their work & happier. The success of this reduction in BO folders translates to time-saving for PSA which allows more interaction time with patients, lesser storage space and cost cutting as we start ordering much lesser BO folders.

Sustainability & Scalability

The project was first piloted at Day Surgery, and it was scaled to Endoscopy and Ambulatory Surgery after a month worth of positive feedback from staff at Day Surgery ensuring in more savings. We hope to continue sustaining this project with other areas in the hospital.