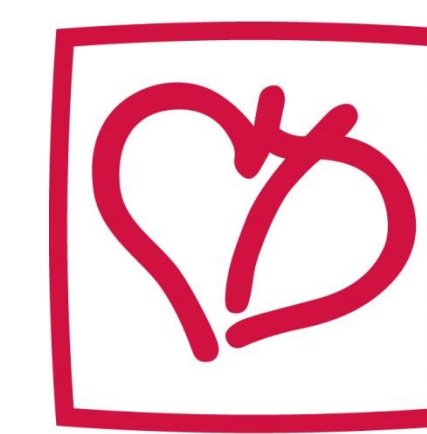




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# Streamlining Workflow For Inpatient Financial Referrals

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## Background

1 Patient has to go through multiple touchpoints for assistance

2 Duplicative work for MSW to review known patients for assistance for inpatient bills

3 Potential bad debts as patients do not return to apply for Medifund assistance post-discharge

In collaboration with the SGH Business Office (BO) and Admission Office (AO), we aim to streamline the referral process to achieve the following:

- To reduce touchpoints for patients to apply and receive financial assistance for their inpatient bills.
- To achieve time savings through the reduction of duplicative work processes for inpatient financial referrals.
- To increase the number of Medifund applications by reaching out to more needy patients.

## Methodology

Feedback was sought from patients, MSWs and SGH BO counterparts to identify the areas of improvement for the referral process.

Met with SGH BO to obtain their buy-in and agreement to be the single point of contact for application of inpatient financial assistance.

Using of a Plan-Do-Check-Act cycle to guide us in the implementation of the streamlined workflow. Meetings were held at the 1-month and 6-month mark to evaluate the results.

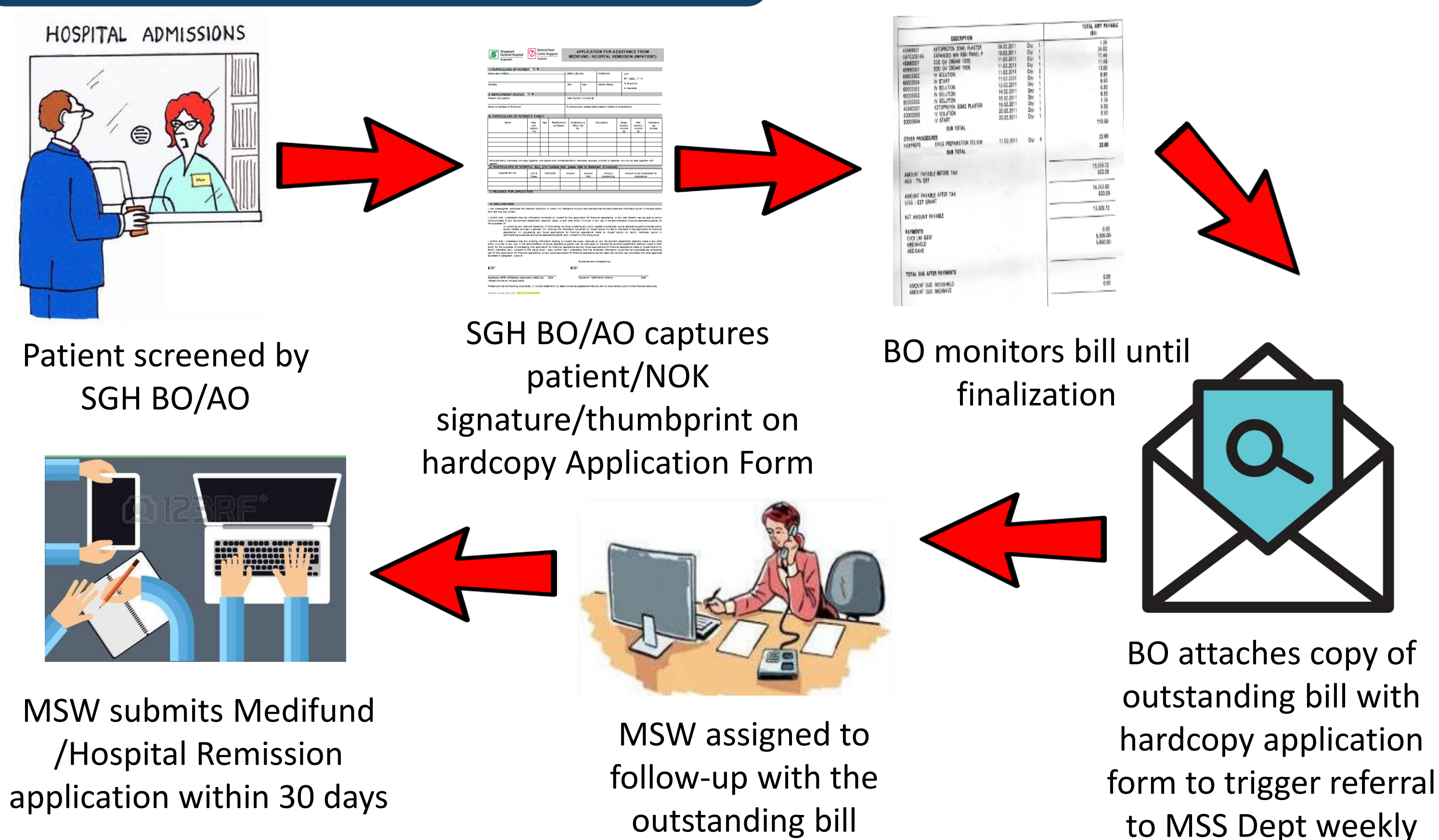


Feedback session with MSW



Meeting with Business Office and Admission Office

## Solution



## Results

Before Implementation

Work Process	Time taken
Check referral and check inpt bill	5 min
Walking to ward	10 min
Interview patient	45 min
Write up social report and document in Citrix	35 min
Update ward and Drs	10min
Monitor bill till finalization	5 min
Contact patient and/or family to schedule appointment for MF assessment	10 min
See patient on outpatient basis	45 min
Input assessment on eMSW	20 min
Put bill up for financial assistance	5 min
<b>Total</b>	<b>190 min</b>

After Implementation

Work Process	Time taken
Receive BO referral along with signed MF application forms	-
Contact patient to schedule appointment for MF assessment	10 min
See patient for assessment	45 min
Input assessment on eMSW	20 min
Put bill up for assistance/ Assist with bill if patient has valid MF/ HF	5 min
<b>Total</b>	<b>80 min</b>

The time savings for MSWs to manage the Inpatient Financial Referrals was reduced by 110 min. Steps to put up a bill for assistance was reduced from 10 steps to 4 steps.

Before Implementation

No. of Inpatient Financial Referrals Per Month	33 cases
Amt of time spent on Referrals per month (1 case = 190 min)	33 cases X 190 min = 6270 min = 104.5 Hr

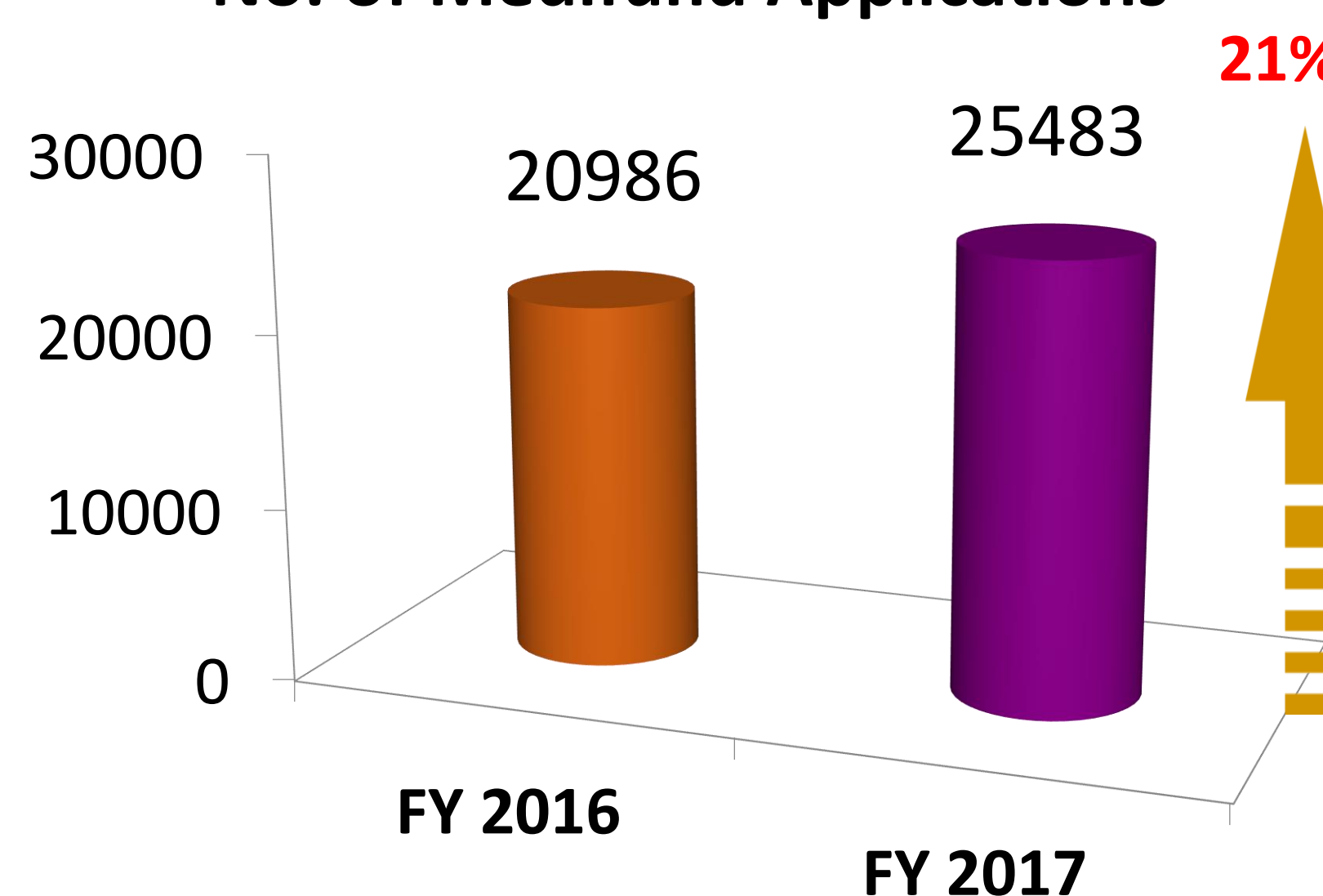
After Implementation

No. of Inpatient Financial Referrals Per Month	21 cases
Total time spent on Referrals	14 cases X 5 min = 70 min 7 cases X 80 min = 560 min
Total time spent on Referrals per month (case without valid Medifund Memo = 80 min) (case with valid Medifund Memo = 5 min)	70 min + 560 min = 630 min = 10.5 Hrs
<b>Time Savings</b>	104.5 Hrs - 10.5 Hrs = 94 Hrs
<b>FTE Savings</b>	94 / 155.4 = 0.60 FTE

Through the reduction of unnecessary financial referrals, we achieved time savings of 94 hours, translating to 0.60 FTE savings.

**1128 Man Hours Saved Per Annum**

No. of Medifund Applications



The Medifund applications had increased by about 21%. This suggests that the number of bills with bad debts for deserving patients potentially decreased.

## Conclusion

A collective vision of providing affordable healthcare to our patients has led to the success of this project as well as the establishment of a collaborative partnership with the SGH BO and SGH AO.

Constant review of our established work processes is required to ensure maximum productivity. The time savings achieved through the project has allowed MSWs to embark on other value-added work, such as provision of psychoemotional counselling, research and education projects.