



Singapore Healthcare Management 2018

Improve Patient Satisfaction Level by Reducing Waiting Time for Chemotherapy in Woman Day Therapy Centre (WDTC)

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Aims

1. To create an enhanced arrangement for patients without compromising patient's safety
2. To reduce patient waiting time before and after public holidays
3. To help to reduce healthcare cost by minimising inpatient admission

Background

WDTC is an ambulatory chemotherapy unit with a capacity to accommodate eleven patients at any one time. Our unit operates from Monday to Friday, excluding public holidays. With the increasing numbers of chemotherapy patient and limited slots in WDTC, scheduling patient before and after a public holiday is a big challenge. Patients are either required to wait longer or be admitted as an inpatient, resulting in decreased patient satisfaction and limit patient's Medishield-Life claimant due to inpatient admission.

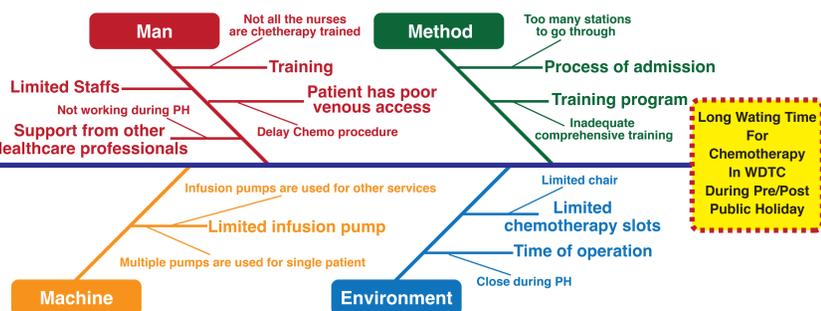


Mdm N's Experience on Admission for Chemotherapy (Docetaxel+Carboplatin+Herceptin)

Methodology

Based on Madam N's feedback, in December 2016, representatives from various department were formed to look into these issues. Cause and Effect Diagram had been used to identify the problems and interventions are explored. A triage station was set up to screen the fitness of patient so as to ensure full utilization of chemotherapy slots. After brainstorming amongst team members; a new workflow has been developed for lodging patient in an inpatient ward before and after public holidays. Ward 71 has been identified and the nurses have been cross-trained to ensure competency in administering chemotherapy.

Cause and Effect Analysis



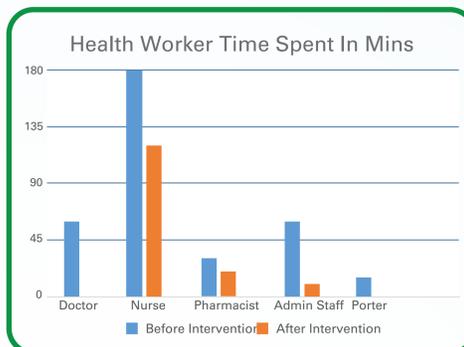
Proposed Solution

Selection Criteria	Weightage	Selection Criteria				Total
		A	B	C	D	
limited chemotherapy slots	look for last minute "empty" slots e.g failed blood test/patient unwell	4.7	4	4.7	4.7	6.51
	share slots for short regime cases	2	1.3	1.3	2	2.38
	allow some flexibility for chemotherapy appointment booking e.g one day difference	3.7	2	4.3	3	5.03
multiple stations involved in the process receiving chemotherapy	collaboration between clinics and WDTC to eliminate unnecessary admission	4	2	4	4	5.4
	fast track direct admission	2	1.3	1.7	1.7	2.46
limited infusion pump	sharing of infusion machine among ward 71 & WDTC	4	4.2	4.6	4.2	6
	budget more infusion pump	2	2	3	2	3.3
limited staff training for chemotherapy	conduct chemotherapy workshop to train nurses to be competent	4	3.7	3.7	2	4.62
	cross training of ward 71 staff and hands on training on administration of chemotherapy	4	4.2	3.7	3	5.07

Selection Criteria: A: Improve operational efficiency (0.40), B: Achieve cost saving (0.10), C: Improve customer satisfaction (0.50), D: Ease of Implementation (0.40).
Weightage: 1 (meet criterion least), 2 (meet criterion fairly), 3 (meet criterion well), 4 (meet criterion very well), 5 (meet criterion extremely well).

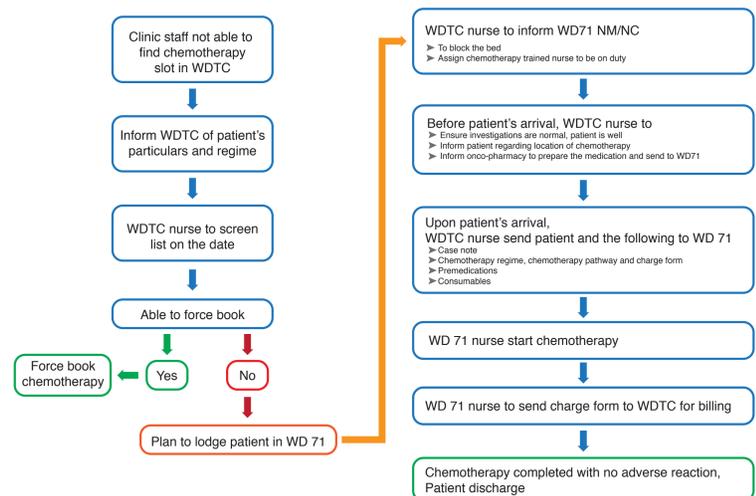
Result

Till date, there were ZERO patient admitted due to insufficient slot in WDTC. Implementation of the project benefitted both patients and our organisation. Patient's waiting time was reduces from 4 hours to 30 minutes; better Medishield claimant as an outpatient compared to an inpatient; increased patient safety and satisfaction level with better utilization of hospital resources and cost effectiveness of healthcare utilization.



	Admission counseling based on 3 days stay	Inpatient (Actual Bill- One day stay)	Outpatient (WDTC)
Total Bill		\$3740	\$3740
Medishield Life	\$1950	\$630	\$3000
Medisave	\$1350	\$450	\$450
Outstanding B	Likely payment:0	\$2660	\$290

Workflow for Lodging Patient in WD71 for Chemotherapy



Conclusion

Cancer diagnosis is distressing for our patients. In alignment with SingHealth tagline, "Patients at the Heart of all we do"; the team collaborates with different discipline to achieve a smooth patient's flow and safety treatment journey. This help to relief patients' anxiety and result in better outcome and satisfaction level. The project has also helped to minimise inpatient admission and reduced the healthcare cost both for the patients and the organisation.

"I am glad that hospital take our feedback seriously. It's much easier for us now as we don't need to come so early for the admission and can go home right after chemotherapy completed."

"We feel so much relieved as nurses told us that I can do the rest of my chemotherapy at WDTC. Now I really do not need to pay large amount of money for my treatment."

Testimonies from patients