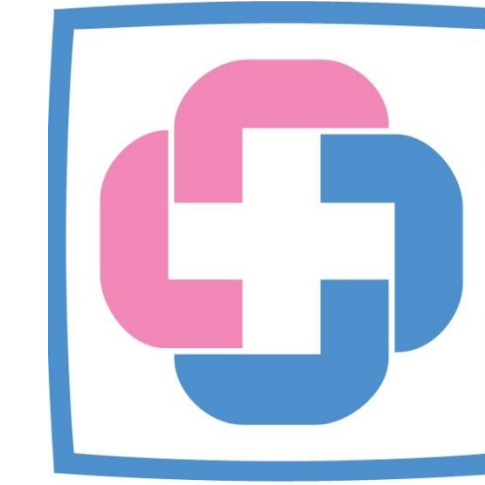# Improving Public's Accessibility to Medical Report Unit Hotline and Email

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Background

The Medical Report Unit (MRU) of Department of Document Management Services (DDMS) has a hotline and email for public enquiries. It was noted that there is an increasing number of complaints that our hotline is often engaged and there is a delay in replying emails.
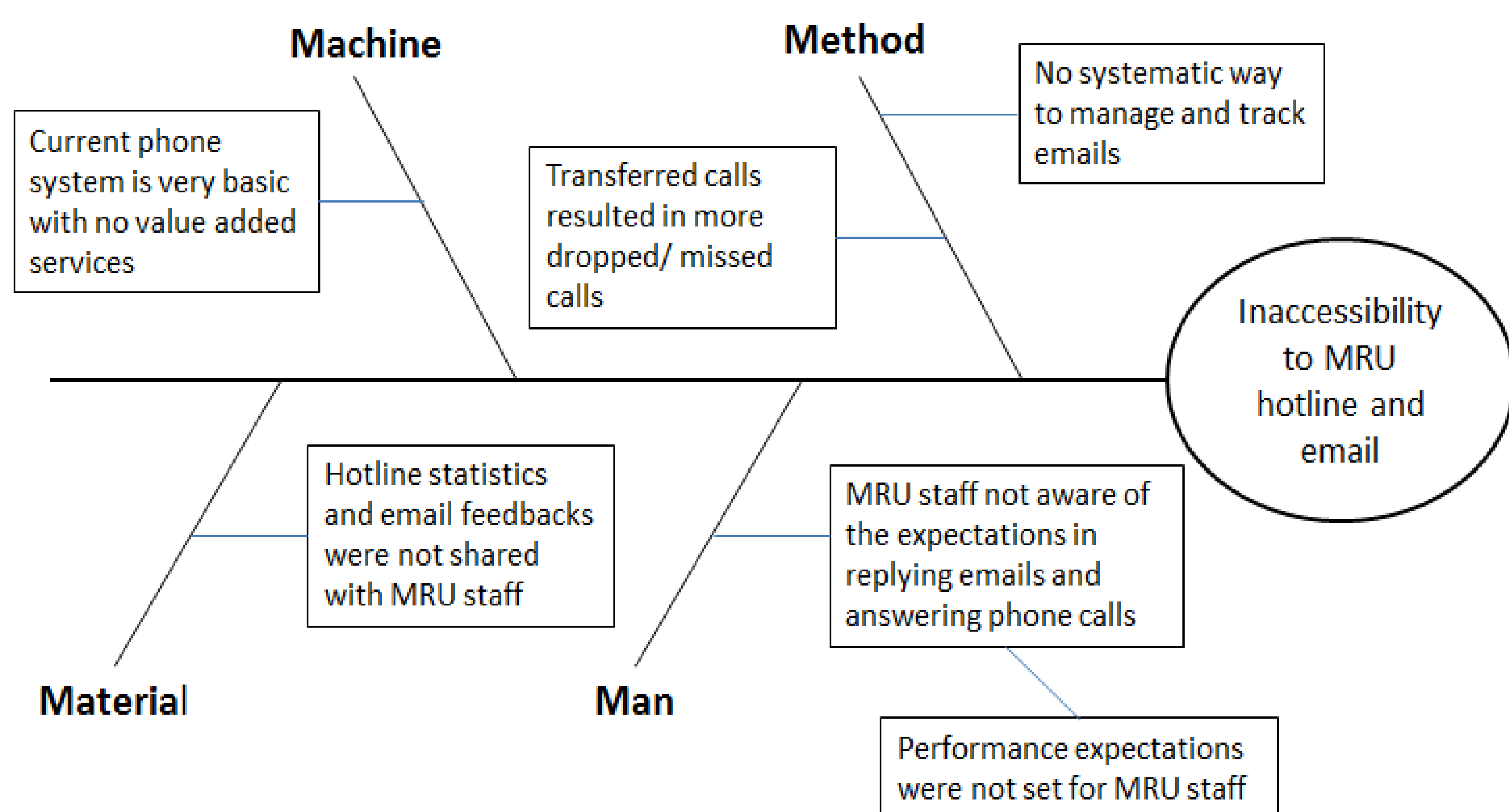
Problems or Opportunities

- The transferred calls might not be picked up by other MRU staff as they might not be at their workstation or engaged in internal phone calls.
- Received phone calls that are for other department/ purposes.
- High volumes of emails received daily and there is no systematic way of answering emails.

The inaccessibility to MRU hotline and email caused frustrations to the Public. It resulted in them sending reminder emails and multiple phone calls which further aggravates the problem.

Aim

To reduce negative feedback on accessibility to Medical Report Unit hotline and email by 90% within 1 month.

Root Causes

Solutions

Solution	Root cause to address
1. To set performance expectations and KPIs for MRU staff managing emails i.e. to reply 8 emails per hour. Subsequent sharing of statistics and feedbacks with MRU staff.	▪ MRU staff not aware of the expectations in replying emails and answering phone calls. ▪ Performance expectations were not set for MRU staff. ▪ Hotline statistics and email feedbacks were not shared with MRU staff
2. MRU staff not to transfer calls when they are not available. The covering call agent to sit at the designated workstation to attend to phone calls.	Transferred calls resulted in more dropped/ missed calls.
3. To explore Interactive Voice Response System to manage some of the calls and provide an avenue for Public to leave their phone numbers for MRU staff to call back.	Current phone system is very basic with no value added services.

Results and Conclusions
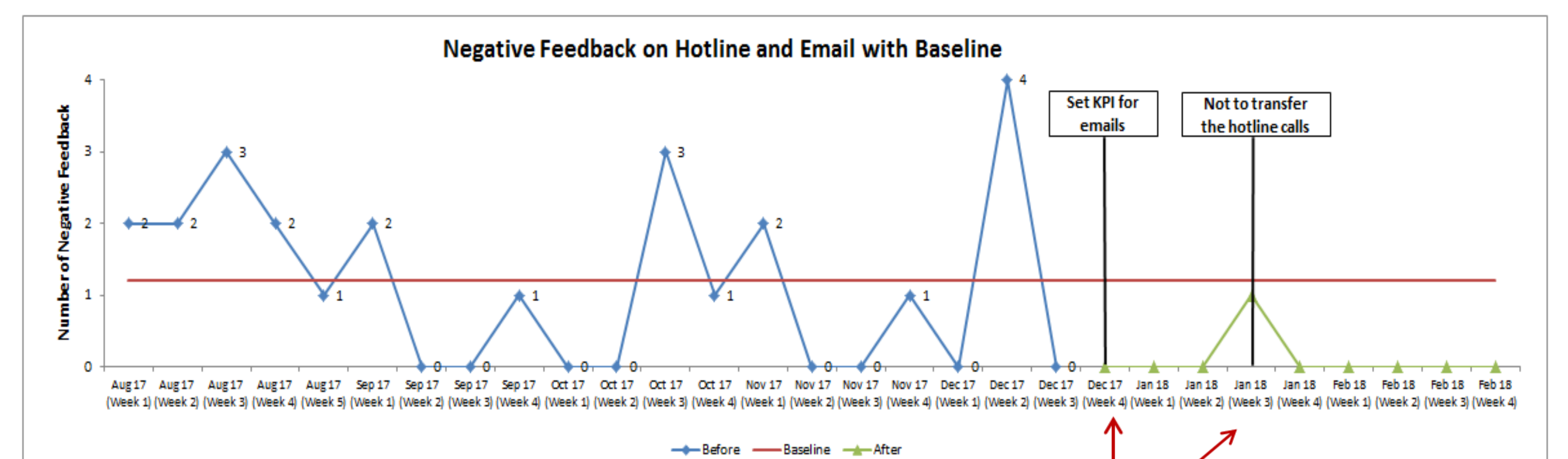
There was significant reduction in negative feedback after the 2 interventions.

There is reduction in negative feedback on accessibility to Medical Report Unit hotline and email, as data showed 9 continuous points that are below baseline after implementation of the solutions.

1. Lesser time are incurred by OPE and DDMS staff to address public's feedback.
2. Improve service quality as Public's enquiries are addressed promptly.
3. Improve operational efficiency as MRU staff are aware of their performance expectations which lead to feasible actions and desirable results.

Next Step to Sustain and Spread

After the solution of not transferring calls was implemented, the number of answered calls increased significantly. In order to sustain the high volume of answered calls, the current phone system has to be improved.

A call survey was done in January 2018 and the types of calls received at MRU hotline are indicated in the chart below. It was noted that 43.7% of the calls can be addressed by automated voice recording and 30.4% of the calls can be diverted to other department.
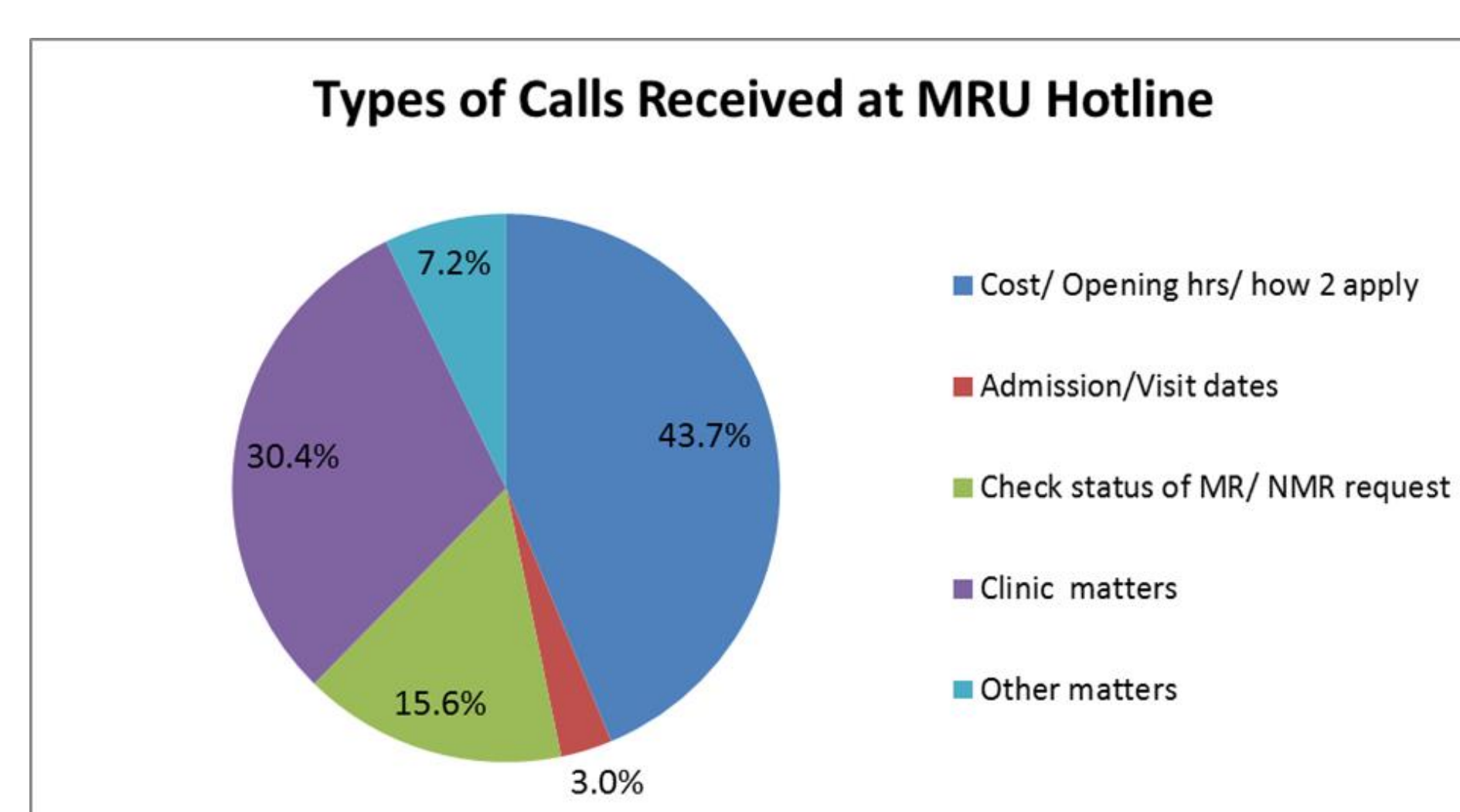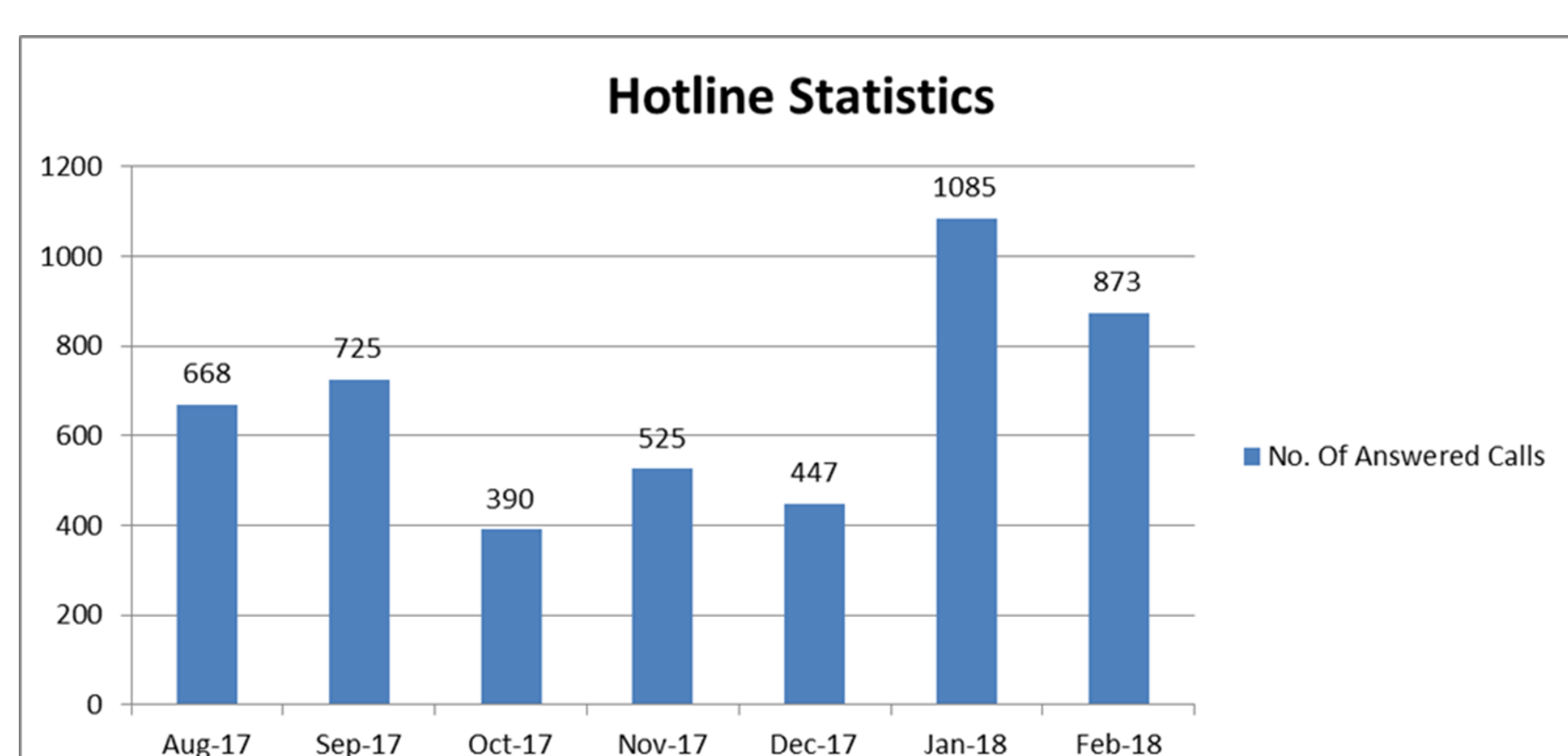
The next step is to implement Interactive Voice Response (IVR) system to manage the call flow more efficiently.