



Singapore Healthcare
Management 2019

Achieving TCM (Time, Cost & Manpower) Savings in Admiralty Medical Centre (AdMC)

Citra Dianti Sonarno, Specialist Outpatient Clinic, AdMC
Sharen Tan, Operations, AdMC
Mel Lee, Specialist Outpatient Clinic, AdMC
Kendrick Tan, Operations, AdMC
Sun Jing, Specialist Outpatient Clinic, AdMC
Chia Kwee Lee, Operations, AdMC

Introduction

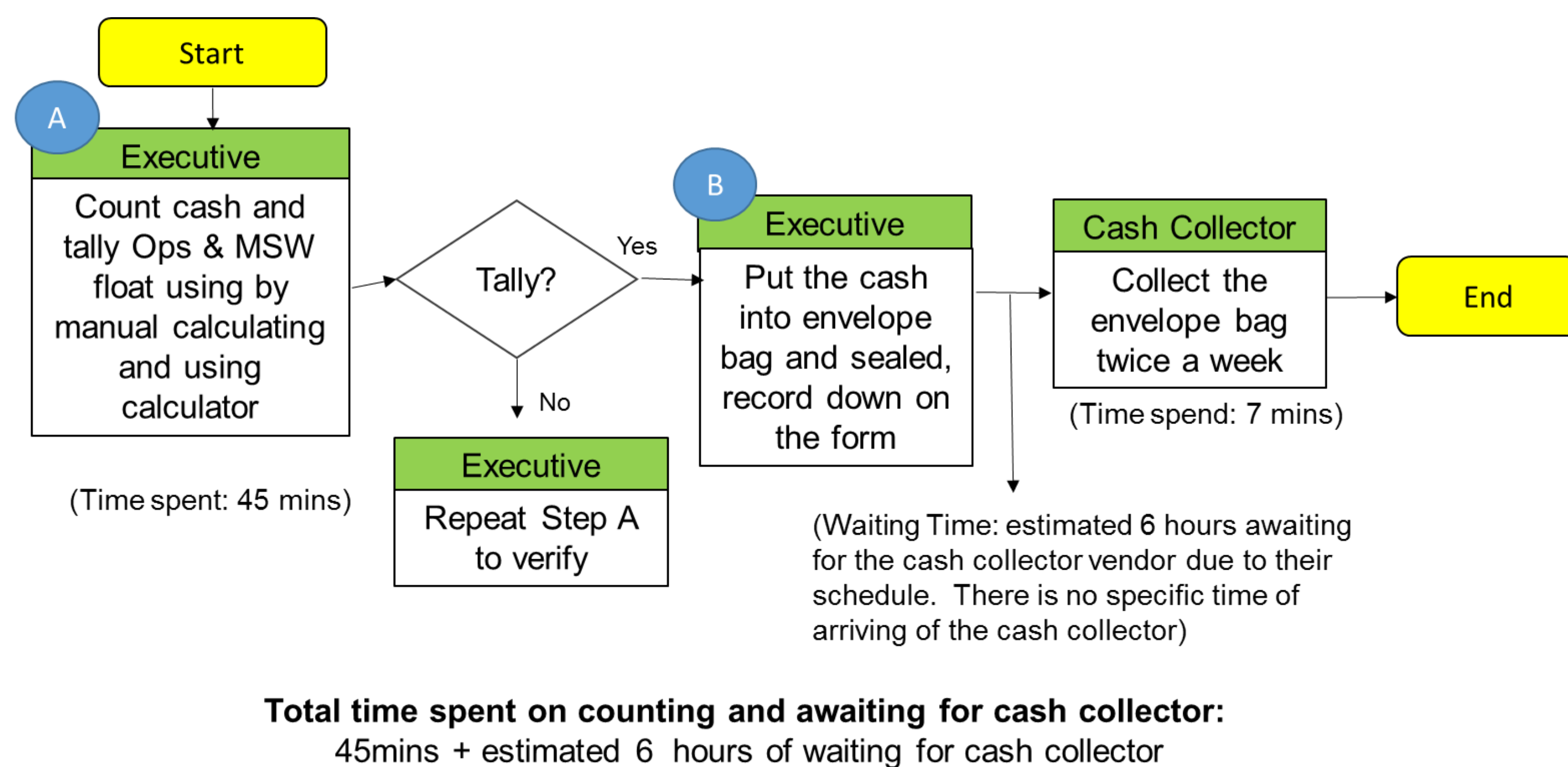
AdMC Specialist Outpatient Clinic (SOC) opened in July 2017 & staff need to manage the **daily counting & tallying** of **cash transaction collected (CTC) & float**.

With its **lean manpower** & the team looking for ways to **reduce operating expenses**, this project aims to:

- **Improve the productivity** of cash & float counting
- **Achieve cost savings** on CTC deposit for AdMC

Method

As-Is:



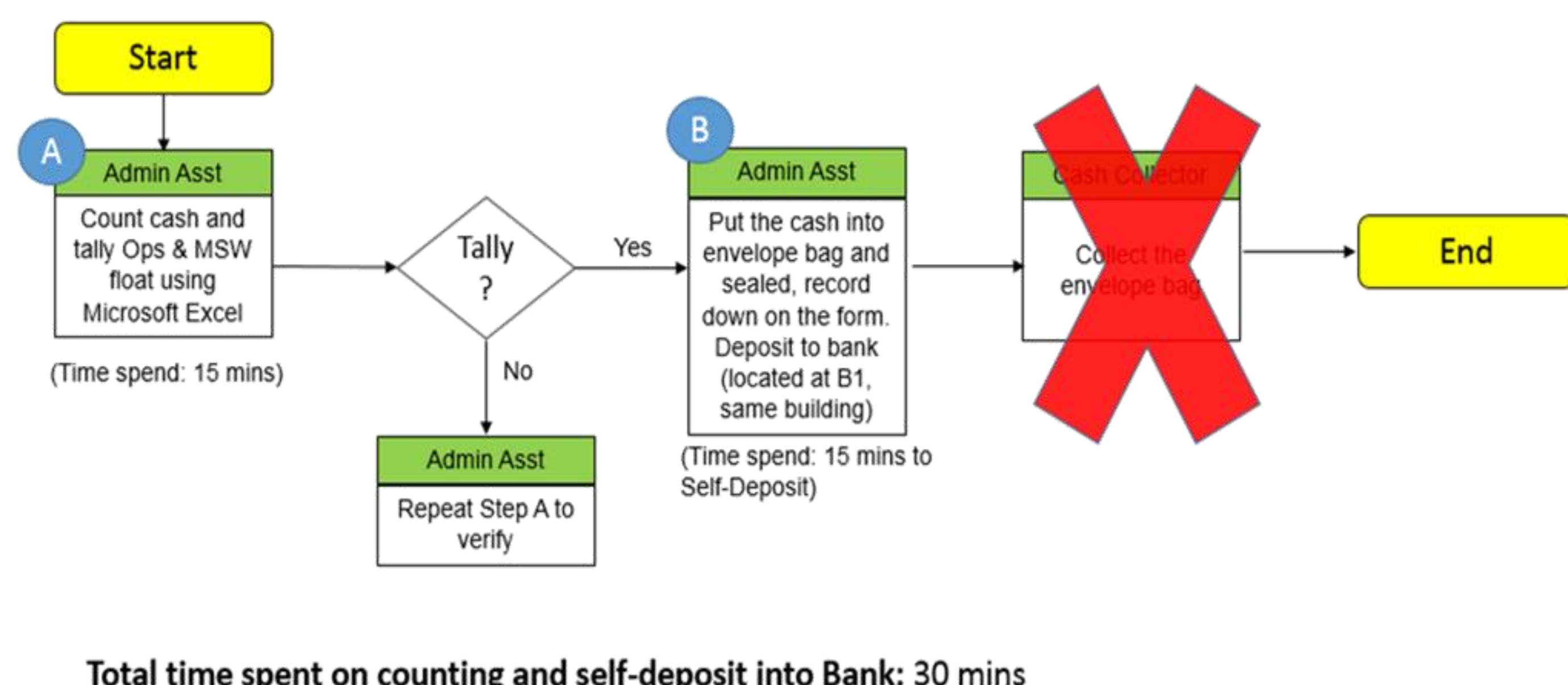
Point A

- Daily counting of CTC **manually done by executive, tedious, time consuming & prone to manual errors.**

Point B

- The cash collector vendor (CCV) **does not come at a fixed time.** Executive has to be **available at any point in time** thus **affecting his/her productivity.**

To-Be



In Jan 2018, the team brainstormed & prototyped to implement the **To-Be workflow** in Mar 2018.

Point A

- **Administrative Assistant** takes up the responsibility to count CTC and verified by the executive.
- **Wrapped float coins** (Fig. 1) for faster counting.
- **CTC/float template** (Fig. 2) using Excel to improve counting.

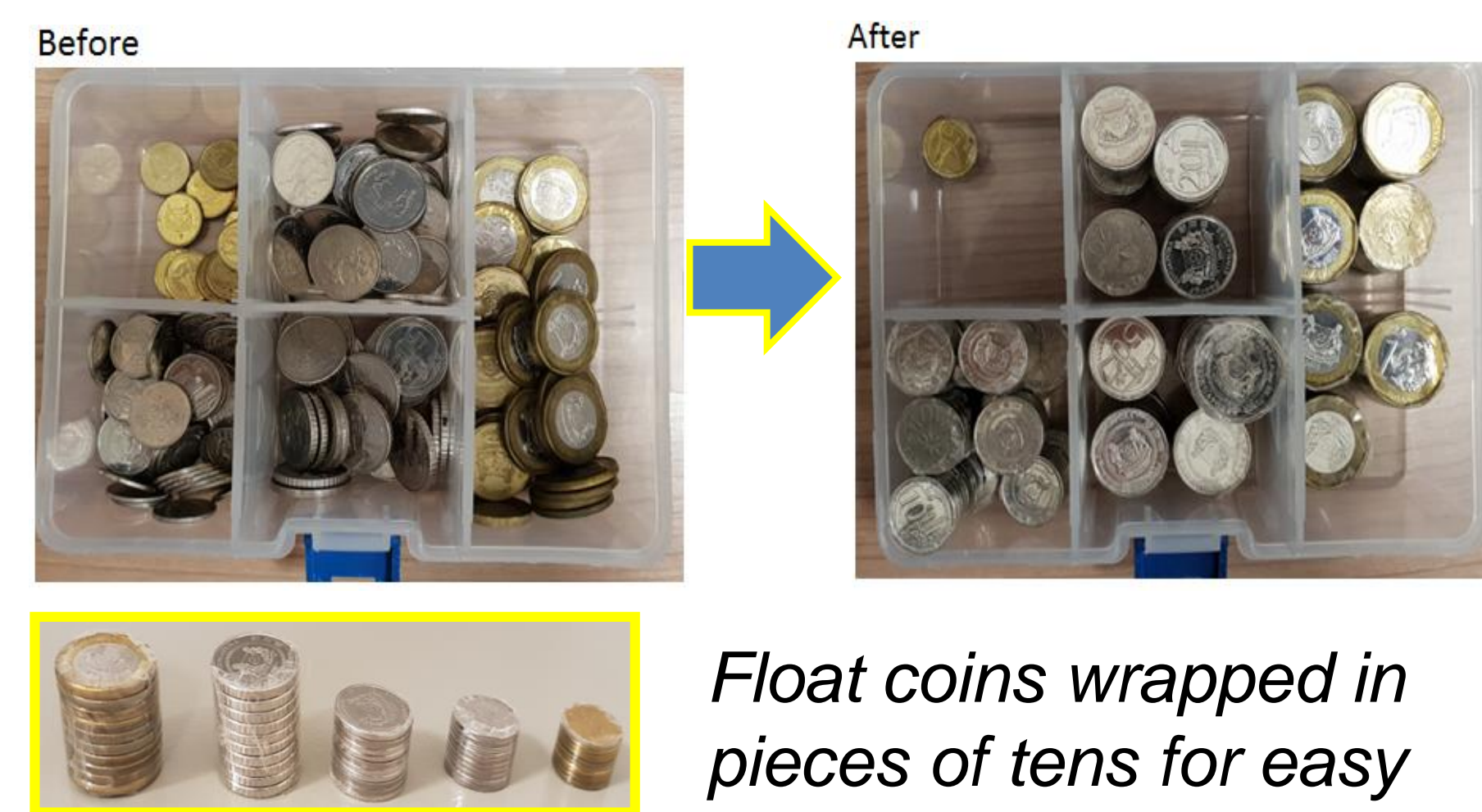


Fig. 1: Wrapped float coins

AdMC Cash and float verification		
Qty	Denomination	Total
100		\$0.00
50		\$0.00
10		\$0.00
5		\$0.00
2		\$0.00
1		\$0.00
0.5		\$0.00
0.2		\$0.00
0.1		\$0.00
0.05		\$0.00
Subtotal		\$0.00
Sealed float		\$0.00
Float bags		\$0.00
Grand total		\$0.00

Fig. 2: Float template

Point B

- Instead of engaging CCV services to bank in the CTC, the team **performs CTC self-deposit into the bank** located right in Kampung Admiralty where AdMC is.
- Leverage on **bank's SMS Q appointment system** to **reduce the waiting time** in the bank.
- For safety, Administrative Assistant would go with another staff to the bank for self-deposit of CTC.

Results

✓ Manpower & operating cost savings

	Before	After
CCV services	\$8760.00	\$0
Manpower	Executive	Administrative
Total savings		\$16,287.00 (data from Finance)

✓ Time savings

Task	Before	After
Manual counting	45 mins	15 mins
Self-deposit	0 mins	15 mins
Handover CTC to CTV	6 mins	0 mins
Time spent	45 mins	30 mins
Time savings		15 mins per day
Total savings		5,040 mins/year (21 mins x 240 days)

✓ Waiting time

The waiting time period of **6 hours, twice a week**, for the CCV to come is **eliminated**. Freeing up staff's time.

Project Impact

Patient: **full attention** to patient without CCV disruption.

Staff: **Self-deposit of CTC** improves the productivity of staff. They can **focus on work** without getting disrupted. There is **easier** reconciliation report with daily deposit.

Hospital: Cheaper hospital costs with **total savings of \$16,287.00 per year** on manpower & operating expenses.

Sustainability

There is a **system in place**; **recording of files**; **quarterly monitoring** & keeping a **CCV contract** as contingency.

There is **Time, Cost & Manpower savings** via **self-deposit** & **manpower re-allocation** to manage AdMC cash/float.