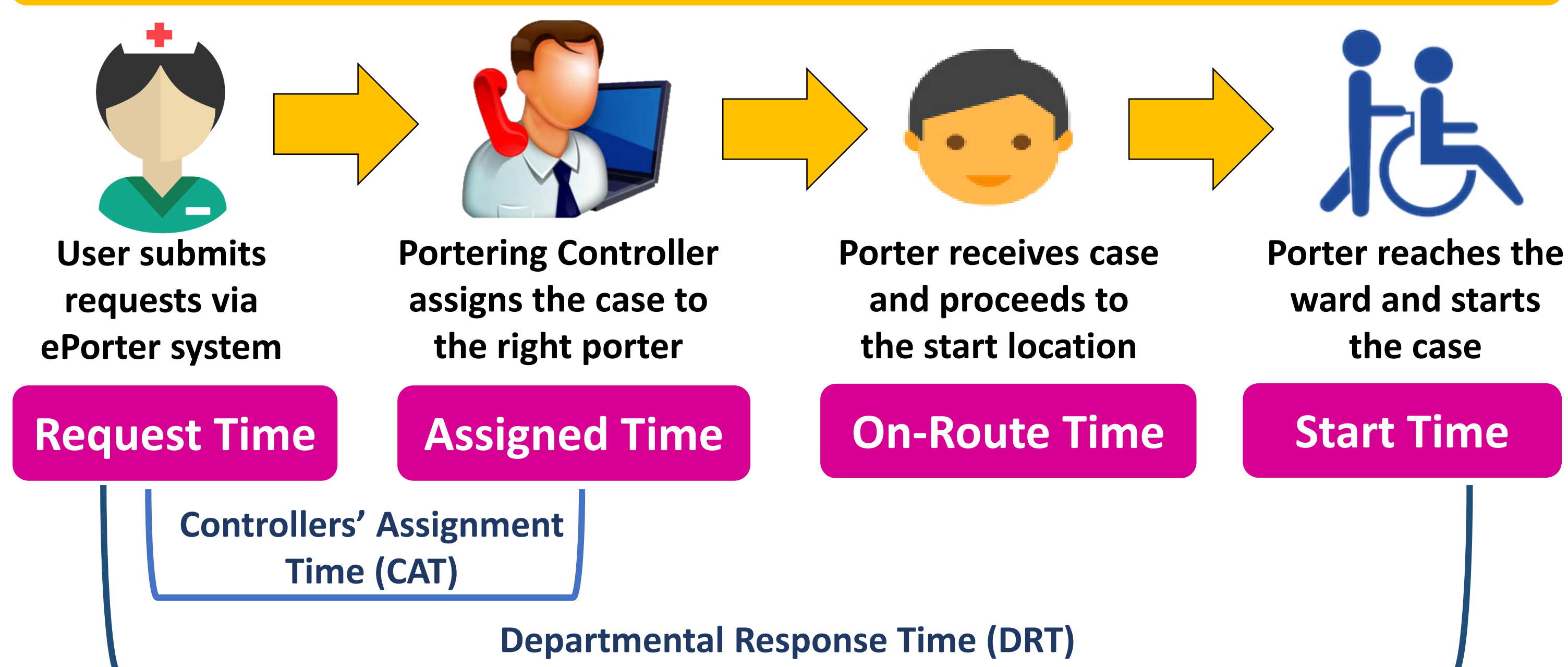


Strengthening Portering Controller's Productivity for Greater Department Output

Introduction

Each month, controllers are tasked to assign an average of 57,000 central pool cases to the porters accurately and promptly. The average assignment time was 9 minutes. As controller output constitutes a significant predictor of the departmental response time of about 17 minutes, one key challenge is strengthening overall controller competency and decision making.

Controller Assignment Time (CAT) & Departmental Response Time (DRT)



Aim

The quality project aimed to shorten the process of controllers' case assignment to porters, reducing the waiting time of the users and patients. The objectives are:



To reduce average Controller Assignment Time by 20% within the next 6 months.

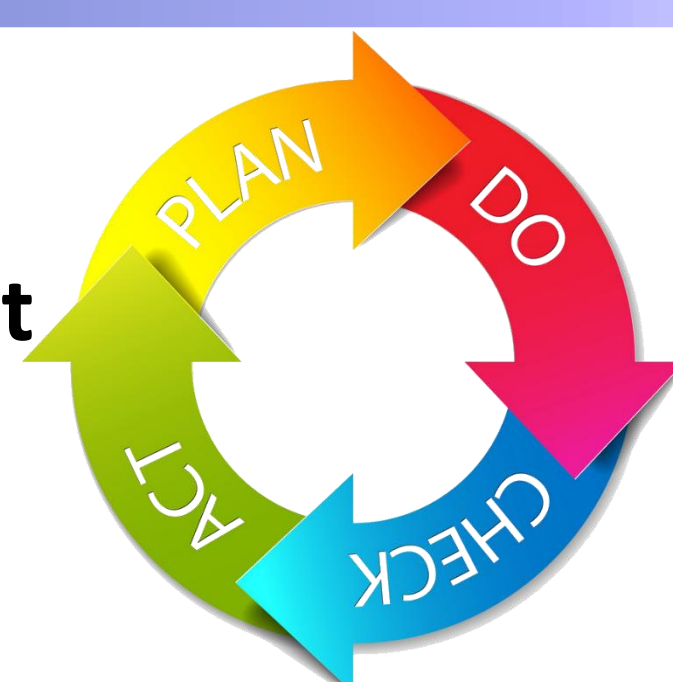
To reduce average Departmental Response Time by 20% within the next 6 months.



To render excellent support to the wards which managed the patients' care process.

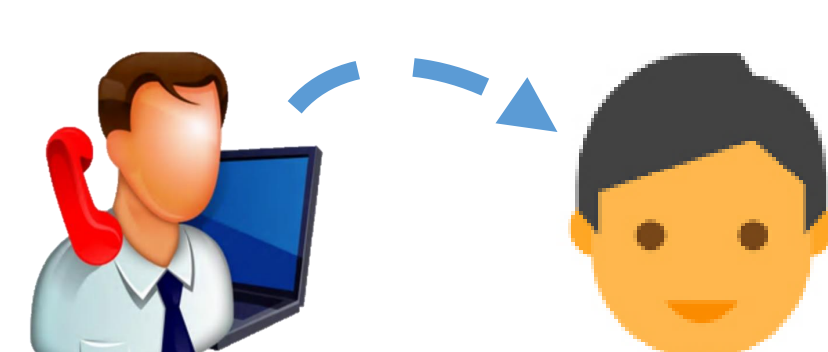
Methodology

The PDCA methodology was utilized for improvement in the controllers' productivity.



Intervention

The team reviewed the controllers' activities and introduced **three additional measures**:



Enhanced controllers' performance management by capturing the **Controllers' Assignment Time (CAT)**. Feedback is given to improve.



Improved case assignment procedures by **stacking new cases** on top of porters' ongoing cases based on the duration of the ongoing case and the average completion time of each task as reflected on the operational dashboard



Close monitoring of **escalation dashboard** which captured the status of delayed cases from the point of job request to job completion for controllers' expeditious follow-up.

Results

Table 1: Average Controllers' Assignment Time (CAT) & Departmental Response Time (DRT) Improvement Results

Implementation – Mar 2018	Sept 2017 – Feb 2018	Apr 2018 – Sept 2018	Improvement in Response (%)
Ave CAT	0:09:19	0:06:02	35.4%
Ave DRT	0:17:51	0:13:12	26.1%

Figure 1: Average Controllers' Assignment Time (CAT) measured from Sept 2017 to Sept 2018

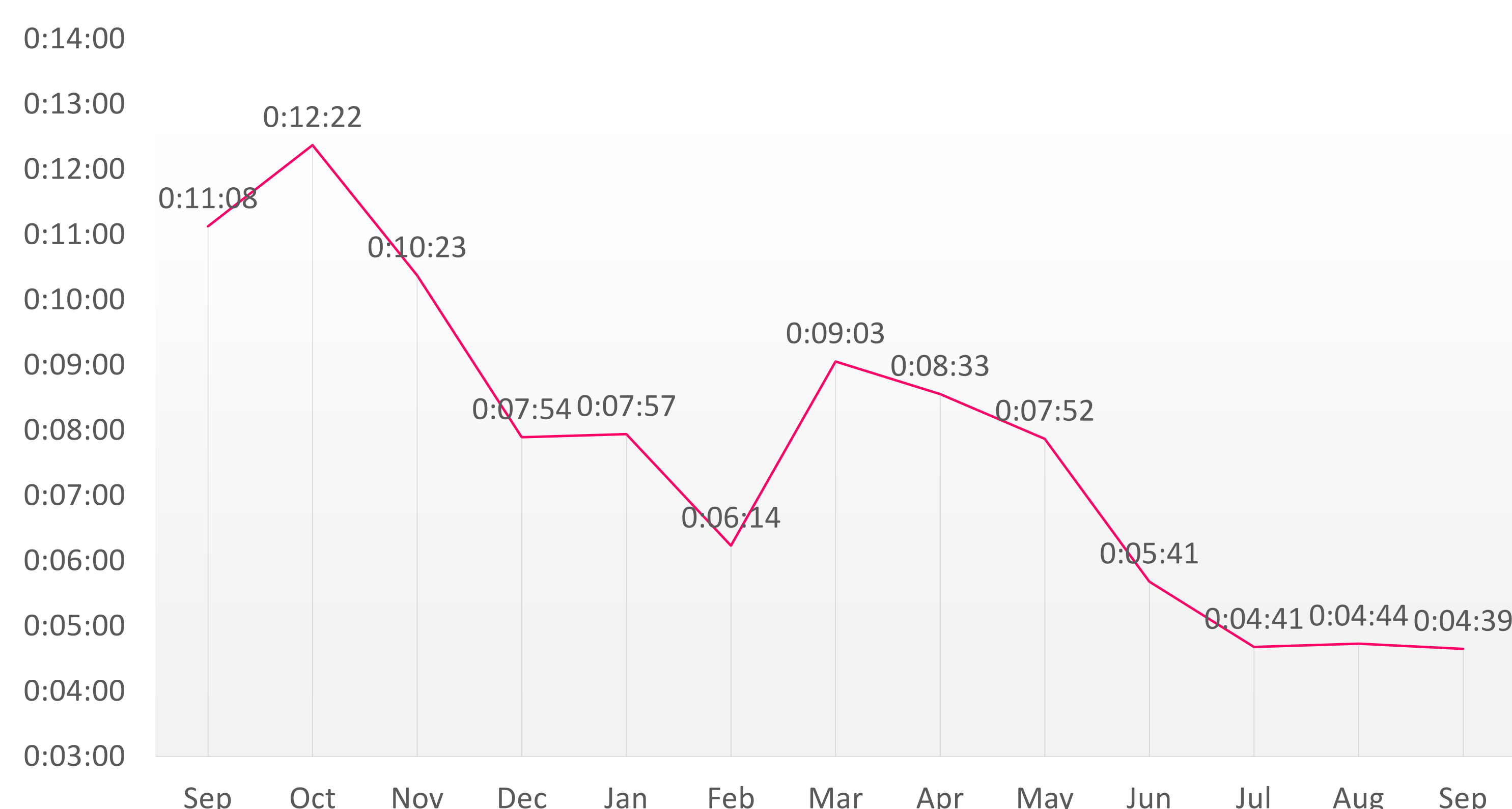
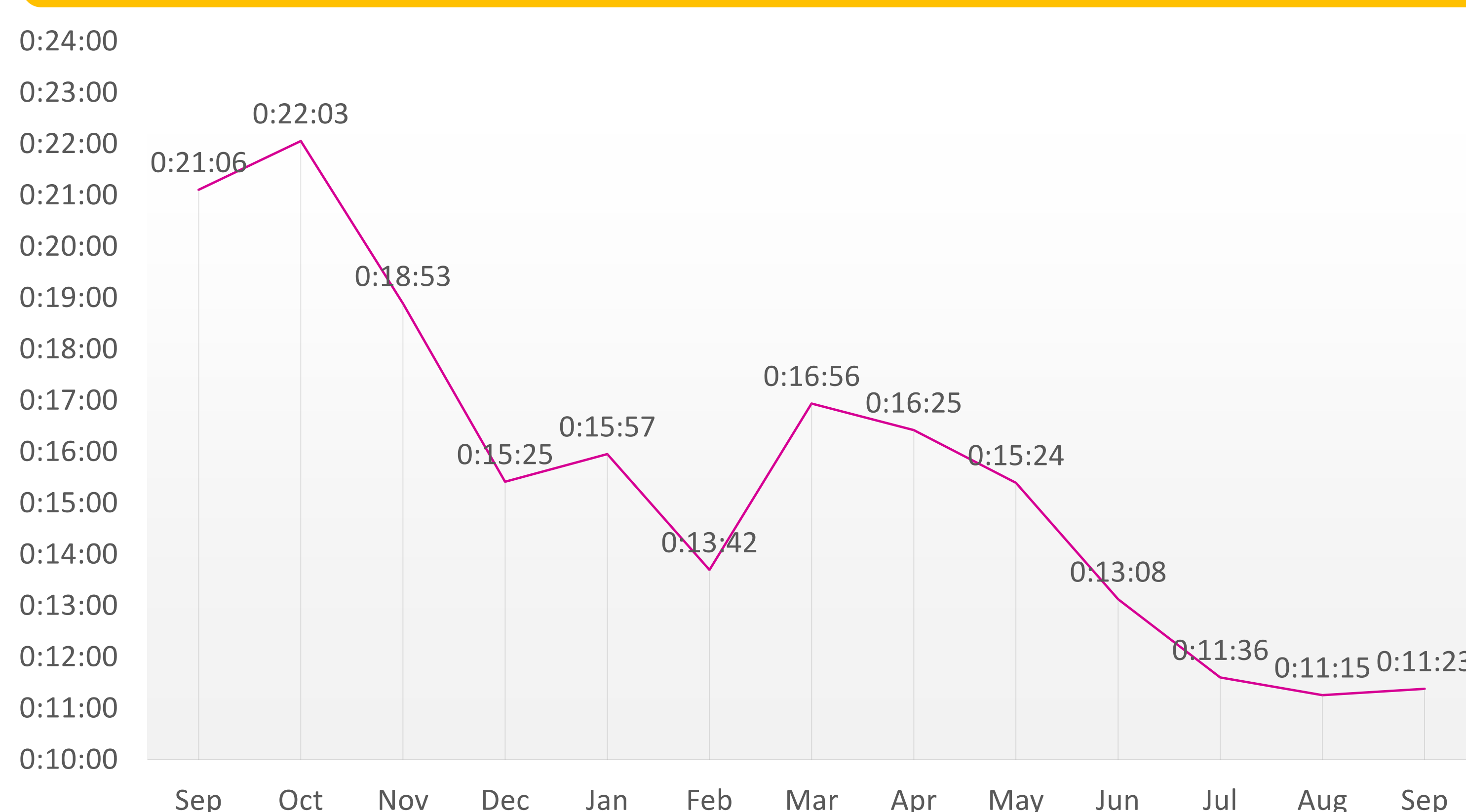


Figure 2: Average Departmental Response Time (DRT) measured from Sept 2017 to Sept 2018.



Conclusion

The controllers' productivity journey ensures consistent and prompt assignment of cases which lead to speedy responses to the requested tasks. With a deepened sense of purpose, the controllers strive to render stronger support in meeting users and patients' needs.

The project is scalable for the healthcare portering sector. Future research directions include using a robust auto-assignment system to expedite efficient assignment of cases in the context of SGH operating environment which is already in progress. This would allow controllers to focus on providing stronger customer service in addressing user queries.