

## INTRODUCTION

Patients were frequently directed to different locations for their billing needs or provided with differing answers for their outpatient enquiries which had caused inconvenience and confusion. Hence, there is a need to improve the level of service and staffs' satisfaction which we have embarked on a transformation journey.



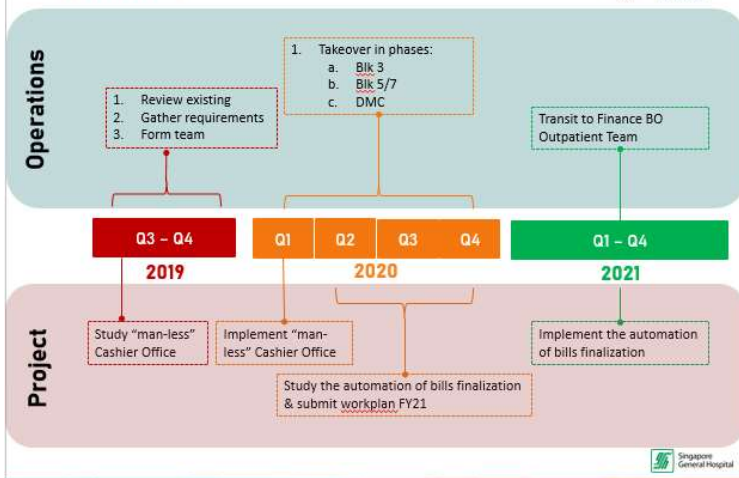
## Methodology



- Feedback from internal and external stakeholders were solicited and tabled for management discussion.
- Roadmap was created to look into job re-designing and the transformation of service.
- Regular engagement with internal stakeholders and staff to understand different perspectives.
- Roadmap was amended along the way to capture feedback and fine-tuning.



## Timeline



## Objectives

- To provide a prompt service to attend to billing enquiry and payment process.
- To improve patients' satisfaction and staff's morale.

## Results



### AMBULATORY BILLING OFFICE

was formed on 1 September 2019 to handle all billing enquiries related to clinic bills.

- Standard work instruction was developed and cascaded to all team members to deliver a professional and seamless service.
- No additional manpower was recruited but through job re-designing, we managed to purpose the Outpatient Medisave Services counter and re-scope the role of the existing frontline staff to support the backroom scope of work.
- Ambulatory Billing Office was merged to Patient Financial Services on 1 Jan 2021 to enable sharing of knowledge and competency across the two departments.
- The transformation was also aligned with the counter-LESS directives from the management.



Continuous improvement and reviewing of existing processes are important in this era of constant change. Staffs' feedback and patients' satisfaction are critical consideration when addressing process improvements.