# NHCS@SKH Outpatient Journey Transformation

A cross-institutional initiative between SKH and NHCS to improve Patient Experience at SKH Medical Centre

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### Background & Objectives

As part of SingHealth, SKH established a partnership with NHCS to set up a satellite clinic (NHCS Cardiology @ SKH Clinic) within SKH Medical Centre Level 4 (MC L4) to provide quality and holistic Outpatient Cardiology services to the Northeast region. Since its setup in Y2018, the clinic had been operating based on a 'hub-and-spoke' shared subvention model by tapping on the 2 institutions' OAS system for charging of services (see table 1). Separate NHCS registration / payment counters were also being set up at MC L4 to support the clinic (see picture 1). As such, the clinic had received feedbacks from Patients / NOKs:

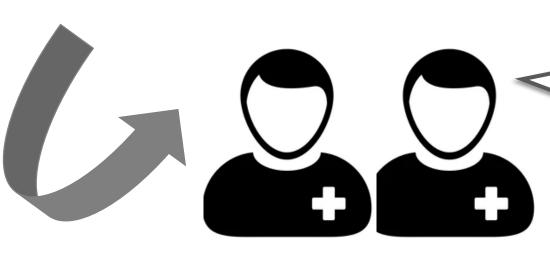
Under NHCS OAS System	Under SKH OAS System
Doctor's Consultation	Blood Tests
Cardiac Lab Tests (e.g. Treadmill, etc)	Other Nursing Services (e.g. Wound Dressing, etc.)
	Medications
	Radiology Scans (e.g. CT Angiogram, Myocardial Perfusion Imaging, etc.)

Table 1: OAS system used for visit creation and charging of services provided to NHCS@SKH patient

Picture 1: SKH and NHCS reg/payment counters at MC L4

1 : SKH Reg Counter 1 & 2 SKH Payment Counter 5





My q ticket tells me to go to Counter 6/7. Why can't Counter 1 or 2 help to register my NHCS@SKH appointment?

Why do I need to make payment at 2 counters and receive 2 tax invoices – 1 SKH and 1 NHCS?

Why do I need to wait for payment? Can I go off and make payment at home?

To address the above and provide NHC Cardiology @ SKH patients with a seamless experience, below objectives were established:



Centralise all registration processes at MC L4 for both SKH and NHCS@SKH Clinic

Implement a "single payment stop" concept

Reduce the amount of time spent physically at the clinic by patient to complete payment transactions

## Methodology

#### Mapped out As-Is Process – Identified gaps



Developed To-Be NHCS@SKH patient journey

a) Worked with Doctors, Nursing, Finance, IHIS SCM colleagues from SKH/NHCS on the solutions & changes

Performed risk assessment & identified mitigation measures

#### **Obtained Endorsement from** both Institutions' Management



Developed 3-phased roadmap for patient journey transformation

a) Phase 1 – Combine registration processes for both SKH and NHCS@SKH clinics to the main counters 1 and 2 at MC L4

Phase 2 – Remove additional payment stop in NHCS@SKH patient journey at MC L4 to achieve 'single payment stop' concept

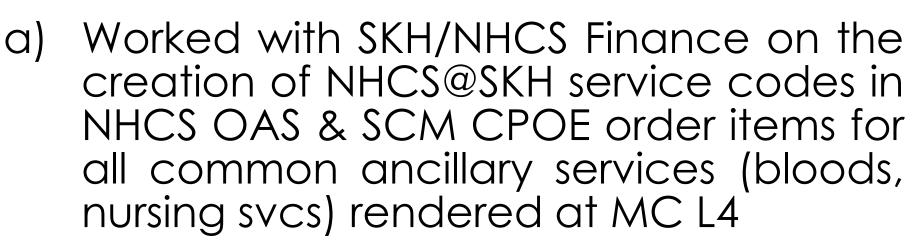
Phase 3 – Implement "Why Q? Pay Anytime" for NHCS@SKH patients



Phase 3 Roll-out W.e.f 20 Dec 2021

Worked with NHCS stakeholders to identify eligibility criteria "Why Q? Pay Anytime"

#### Phase 2 Roll-out – W.e.f 21 Jun 202



b) Conducted UAT testing in NHCS OAS and SCM with key stakeholders

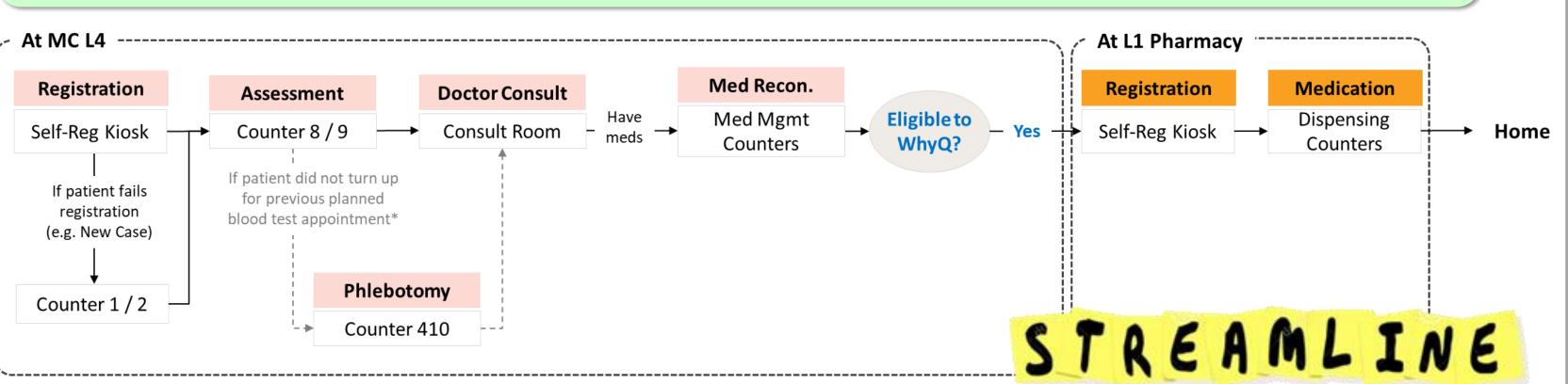


Phase 1 Roll-out - W.e.f 04 May 2021

Conducted a series of briefing sessions on all Outpatient Clinic Services at MC L4

# Results

# Improved Patient Experience at Medical Centre Level 4



Patient Complaints received thus far

100% Satisfaction

**(6)** 

Cost involved in this transformation

## Conclusion

Through this transformation project, we acknowledged the impact and role which our outpatient business and clinical systems play in enabling a seamless patient experience and journey. Hence, this can also be taken as a case study for future setups of similar nature as Ministry introduces new Capitation Funding Model where an increased importance and emphasis is placed on promoting a "One Singhealth cluster" concept.

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