



# Singapore Healthcare Management 2023

# NDCS “Digital First” Specialist Clinic

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## SUMMARY AND BACKGROUND

In alignment with Singapore’s Smart Nation initiatives in promoting digital literacy and increasing digital adoption, we formed a multidisciplinary team in late 2021 and employed a patient-centred design thinking methodology to transform our clinics to enable a unified patient journey centred on “digital first” principles. We piloted the initiatives on two out of five Specialist Outpatient Clinics (SOCs) at NDCS in Dec 2022, where patients can transact almost entirely using digital platforms before, during and after their SOC visits. These two “digital first” clinics enabled us to be counterless for repeat visits, hence empowering our patients, improving their experience and reducing their on-site dwell time. As the COVID-19 pandemic has nudged the population towards transacting via digital platforms, we assessed that it is timely to promote digital services at the clinic.

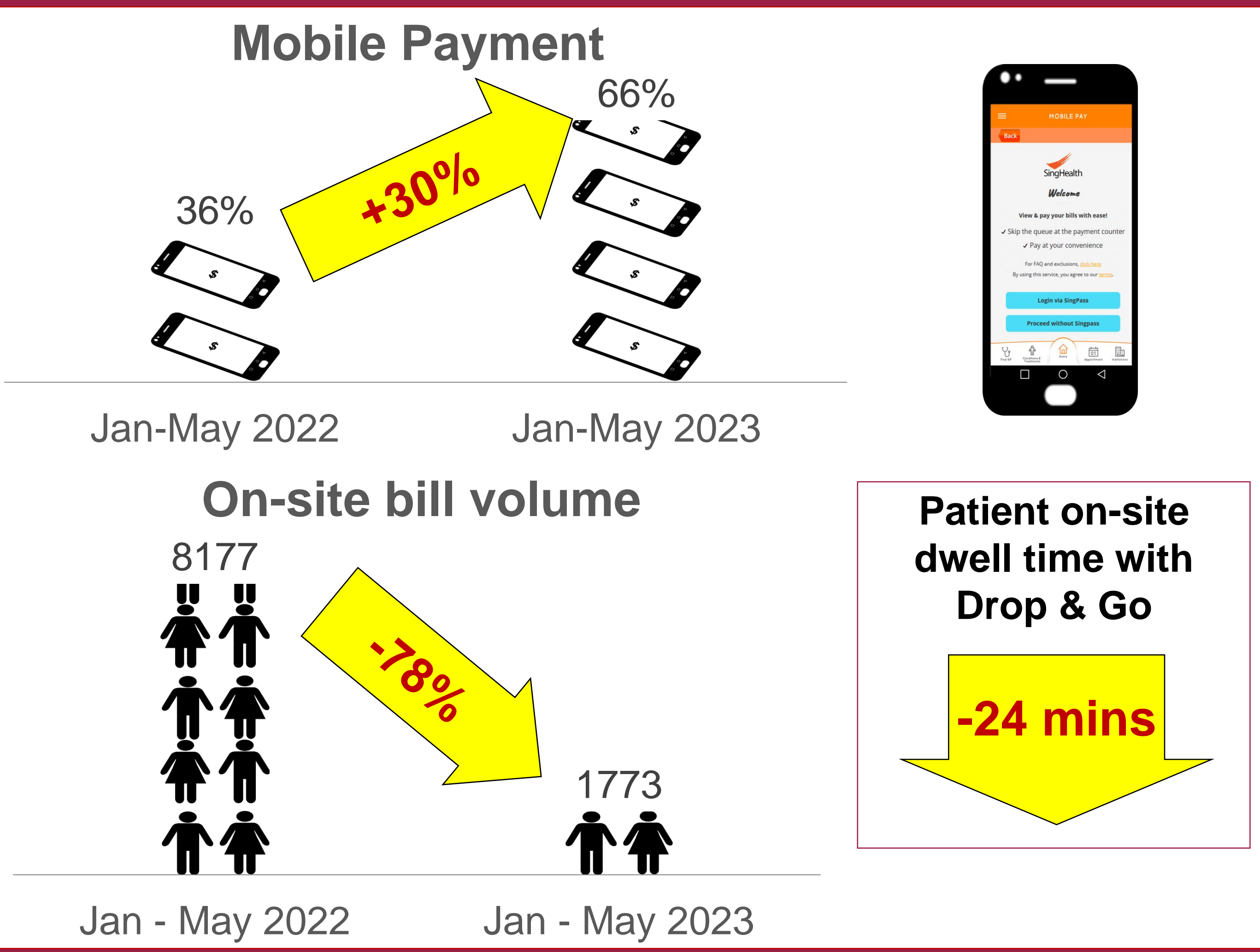
## CREATING THE “DIGITAL FIRST” CLINIC

<b>P R O C E S S E S</b>	<ol style="list-style-type: none"> <li>Induction of new patients to prepare them for “digital first” journey</li> <li>Consolidated backend functions across 2 clinics</li> <li>“Drop and Go” as a default without needing to wait on-site for payment</li> </ol>	<b>P L A C E</b>	<ol style="list-style-type: none"> <li>Counterless layout to promote “digital first”</li> <li>Zoning for improved patient flow &amp; wayfinding</li> <li>Murals for patient education (QR codes) and “digital first” promotion</li> </ol>	<b>P E O P L E</b>	<ol style="list-style-type: none"> <li>Redesigned roles to support “digital first”</li> <li>Introduced new digital ambassador role</li> <li>Retrained staff for re-designed roles</li> </ol>
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**TRANSFORMATION**

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## FOLLOWING IMPLEMENTATION OF “DIGITAL FIRST” CLINIC IN DEC 2022



Minimum staffing deployment requirements across 2 clinics					
Pre-Pilot	SOC 5	SOC 6	Post-Pilot	SOC 5	SOC 6
Registration	1	1	Ambassador	1	1
Appointment & Billing	2	2	New Case induction	1	1
Financial Counselling	1	1	Appointment & Billing	2	2
			Financial Counselling	1	1
<b>8 staff</b>			<b>7 staff</b>		

## CONCLUSION

Using a design-thinking approach, our pilot project had shown effectiveness in encouraging digital adoption for our patients by 30%, reduced patient on-site dwell time by 24 minutes per patient, and improved flexibility in staff deployment.

We will continue to build on these early positive results and expand this “digital-first” concept to other clinics, ahead of our eventual move to the new NDCS building in 2027.