



Journey to continuous improvement of KKH@Halifax accessibility for better patient experience



Singapore Healthcare Management 2023

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 1 Quality Safety & Risk Management 2 Office of Patient Experience 3 Speciality & Ambulatory Services 4 Patient Support Services

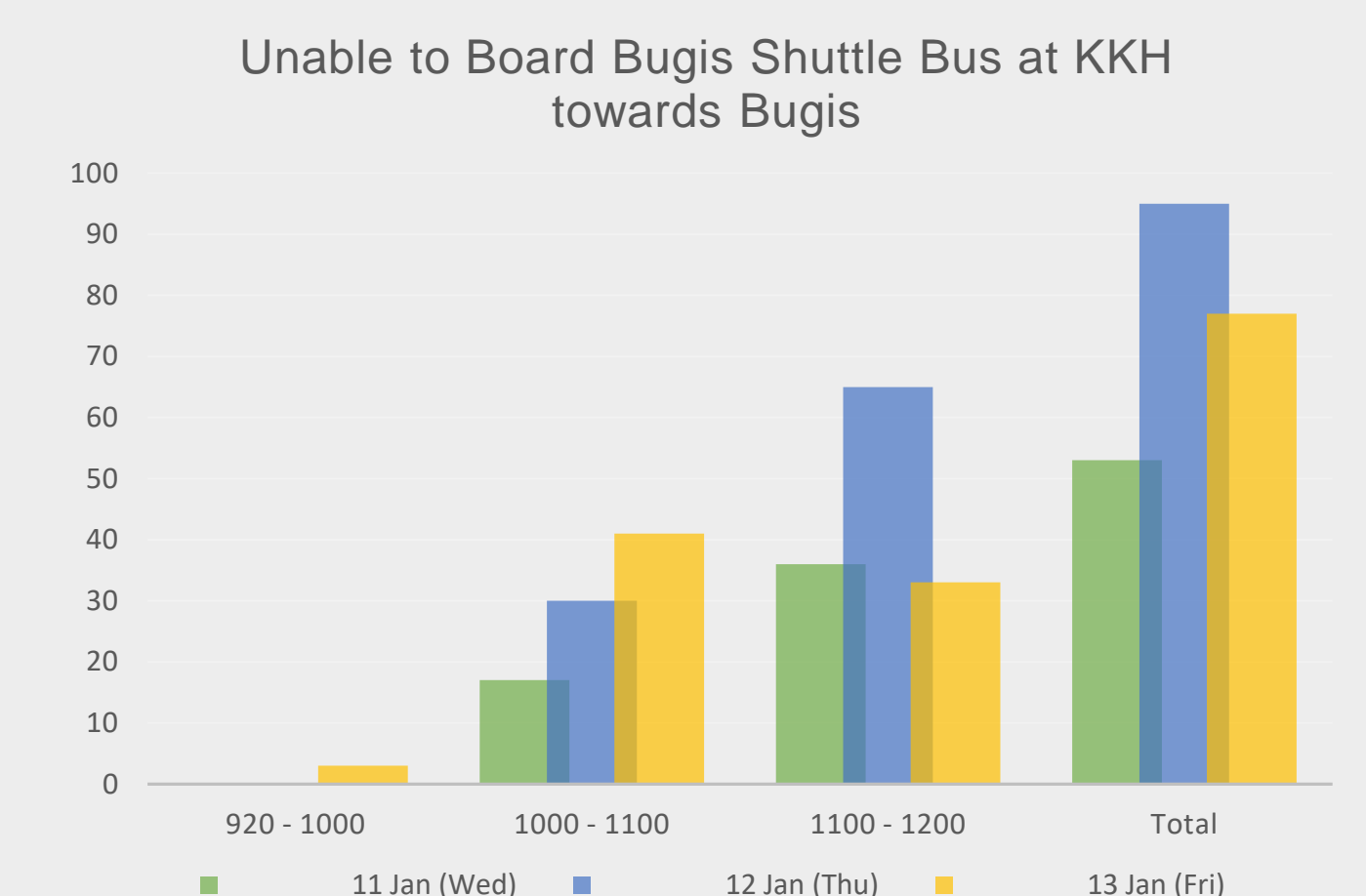
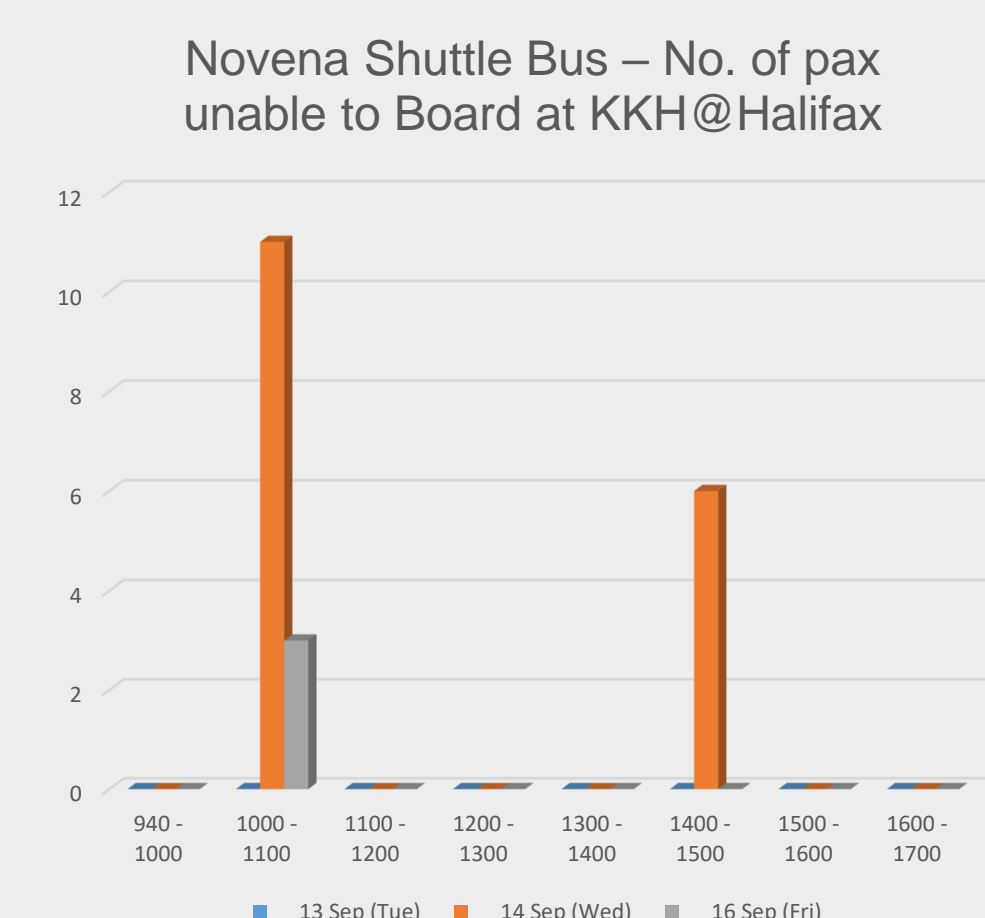
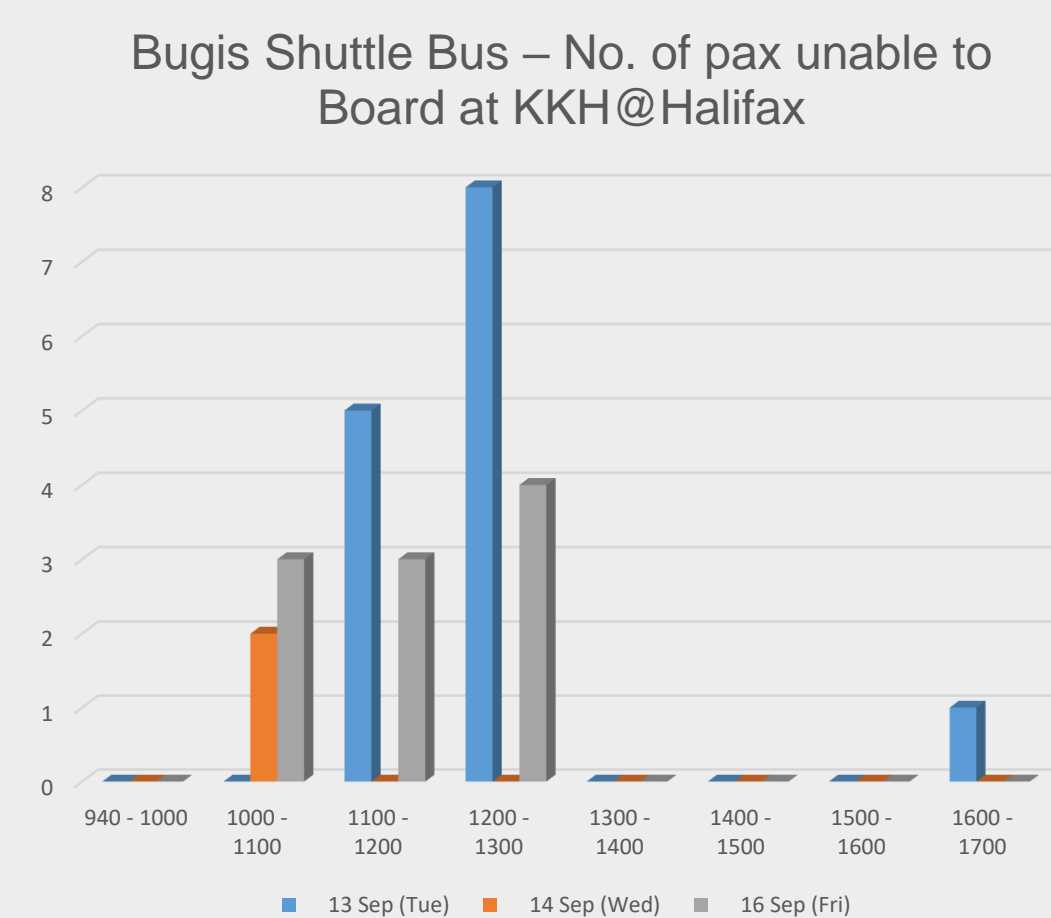
Introduction and Background:

To enhance patient care, the Wellness and Dermatology clinics have been relocated off-site from the hospital premises. This separate facilities allows a serene environment for recovery, away from the busy hospital setting. Due to the ongoing construction of the North-South Corridor Expressway, carpark and public transport facilities are affected, making accessibility a temporarily concern for patients visiting KKH@Halifax.

Adopting risk mitigation tools, the team worked to minimize the risk of injuries and inconvenience for both patients and staff commuting to and from KKH@Halifax. Therefore, KKH introduced shuttle services to ferry patients/caregivers as well as staff to and fro the hospital to KKH@Halifax throughout the day. Even then, this is not without problems.

Problem:

Patients/Caregivers faced delay getting to KKH@Halifax due to overcrowding of shuttle buses and confusing signage. With the increasing numbers of passengers taking the bus, KKH@Halifax clinic received patients' feedback that the shuttle bus service at KKH@Halifax was unable to cater to the demand. Patients/Caregivers are unable to board the first two buses and need to wait for more than 20 minutes to exit the clinic.



Aim:

To improve the accessibility and convenience for patients who visit the offsite clinic (KKH@Halifax) at KK Hospital. (All passengers can board by the 2nd shuttle bus by May 2023).

Root Cause Analysis (RCA):

A multidisciplinary-team was formed and a RCA was conducted to dive deeper on the problem.

Problem:	Root Cause(s)
Patients/caregivers were not aware that there are no car parking space at KKH@Halifax	<ul style="list-style-type: none"> Parking information not explicitly mentioned in SMS reminder (Only link was provided) KKH's website did not specify that there are no parking facility at KKH@Halifax (Encourage to park at KKH)
Patients/caregivers encountered difficulties getting to KKH@Halifax as a result of overcrowded shuttle buses and unclear queuing signage	<ul style="list-style-type: none"> The shuttle bus queue is a common queue for both KKH@Halifax and Bugis MRT. There are minimal differentiation of queues for KKH@Halifax and Bugis MRT station Signage are limited
Patients/caregivers were unable to board the initial two buses and experienced delays of over 20 minutes when leaving the clinic	<ul style="list-style-type: none"> High demand for shuttle service No indication on seats that are reserved for KKH@Halifax patients

Methodology and Solutions:

Data collection and analysis was done on passenger numbers, patient feedback, and real-time observations of queue flow. Several interventions were piloted and implemented based on the data findings.

Intervention 1
28 Oct 2022

SMS reminder updated with:
"No carpark lot available"

Intervention 2
28 Oct 2022

KKH Website updated with clearer information:
"There is no carpark lot available onsite"

Intervention 3
9 Jan 2023

Added signage on Priority Boarding, Reserved Seats, KKH@Halifax and Bugis MRT queue starts here signs for easier wayfinding and queuing correctly

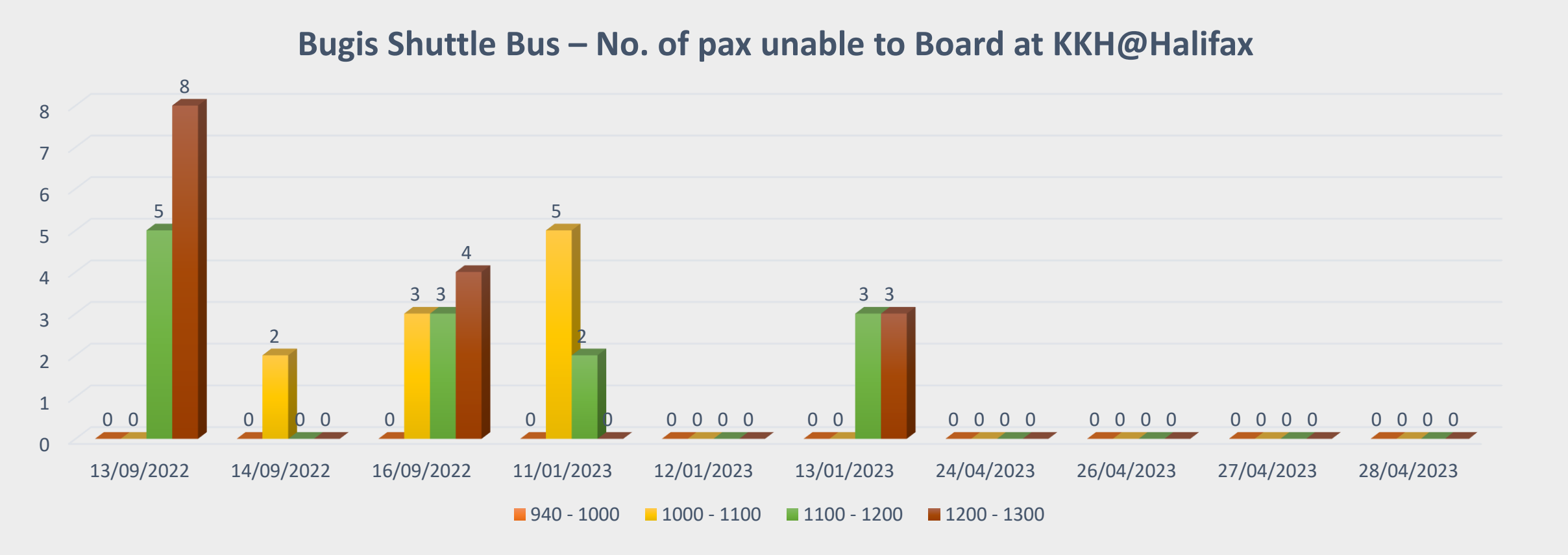
Intervention 4
9 Jan 2023

Partnering Shuttle Bus Captains to mandate reserve seats during peak hours

Results:

Based on the data collected during the pilot, with the reserved seats and comparable workload, there is a significant reduction in the number of passengers unable to board the shuttle bus at KKH@Halifax. Our data collected on 24,26,27,28 April showed all passengers can board by the 2nd shuttle bus to exit KKH@Halifax. However, the data also revealed that 30% of passengers were still queuing incorrectly, indicating a need for further improvement in signage.

It was also observed that passengers at KKH are unable to board bus at Bugis queue from 10:00am onwards, the load accumulates and will affect more passengers unable to board later on. Data also showed low demand from 8:50pm – 9:50pm for shuttle services. Hence, the team shifted the 2nd Shuttle Bus schedule to 1.5-hour earlier, 9:30am (reach KKH at 10:00am) instead of 11:00am (reach KKH at 11:30am) with last bus to end earlier. This revision was implemented on 2nd May 2023.



Conclusion:

The strong collaborative effort between various disciplines supported the successful trial of this project which benefited patient's safety and experience. Additional benefits include staff joy at work with the reduction of patients late for appointments due to unable to board the shuttle buses. The team will continue to work in partnership with various departments to continuously improve in various area: (1) minimise steps while still adhering to universal design standards when constructing the sheltered walkway in the future, (2) incorporate more wayfinding signage within KKH compound walking towards KKH@Halifax, (3) bigger/clearer visual signage at shuttle bus area near to the queue (stickers banner on high beams, stickers on floor and seats on priority queue) for better patient experience, risk and safety.