

# Redesigning job scope to improve patient experience and work efficiency.

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## BACKGROUND

Medical Secretaries handled an average 2,010 per year for the change of appointment that is less than 1 month from year 2012 to 2014. The huge volume takes up 40% of their time and they were not able to focus on their core duties.

As they are not able to complete the change of appointment in the Outpatient Administrative System (OAS), it was passed on to another department (Resource). This process is longer and not efficient.

## AIM

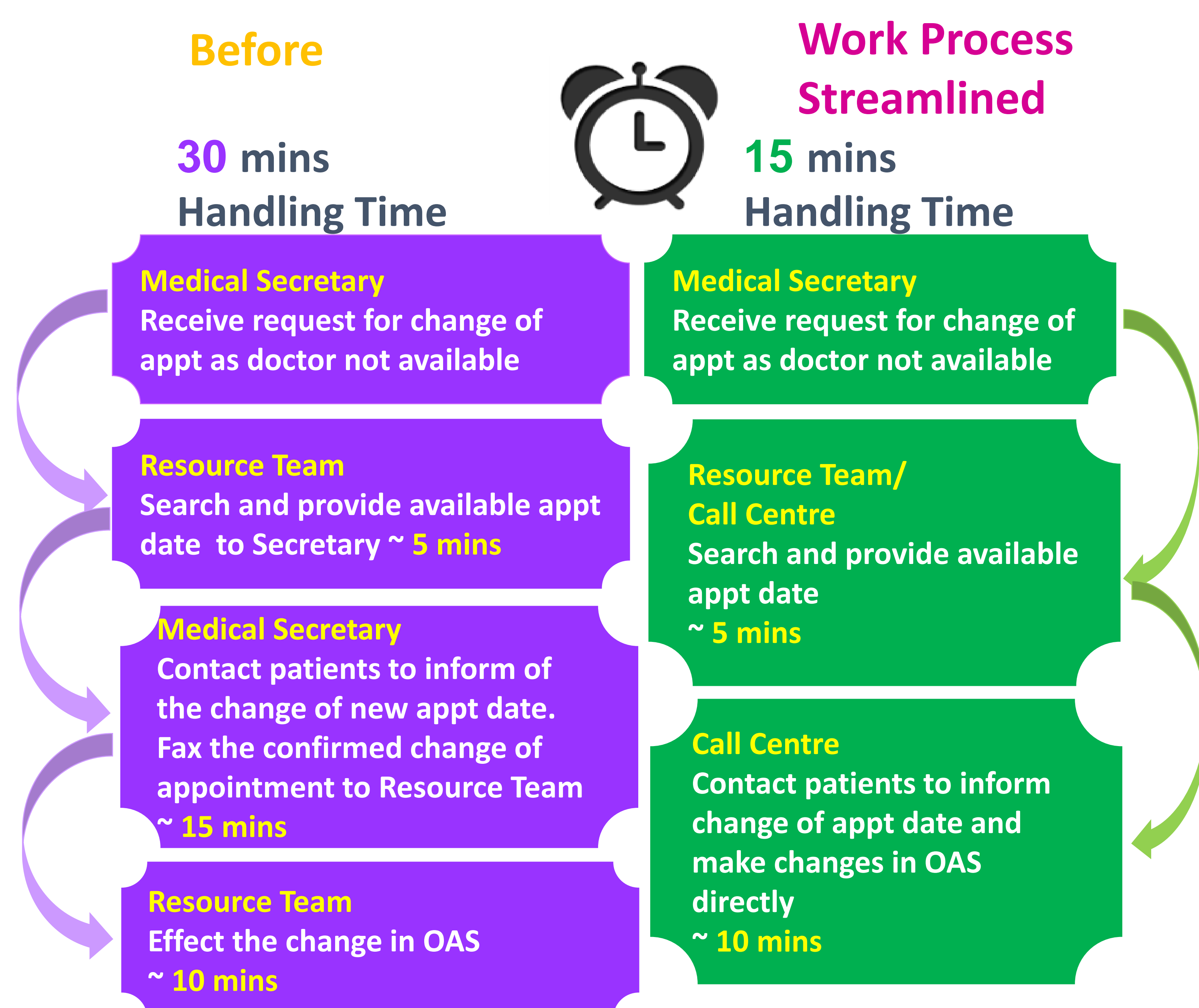
- ☑ Improve patient experience and work efficiency by streamlining the work process for rescheduling of appointments that is less than 1 month advance notice.
- ☑ Increase staff satisfaction by reducing Medical Secretaries and Resource Team workload.

## METHODOLOGY


- Data collection on the numbers of change request of appointments from Medical Secretaries and processing time for Medical Secretaries and Resource Team to change the appointments.

Secretaries & Resource Team - Reschedule of Patient Appt < 1 month	
Year	Patients Load (Average per month)
2012	174
2013	157
2014	171
Average	167
	5010 mins (assuming 30 mins/appt)
Total Hour per month	84
No. of FTE Agent per month	10.5

- Streamlining the work process with Call Centre, Medical Secretaries and Resource Team has greater potential to achieve our objective of reducing time taken to handle these workload.



## RESULTS

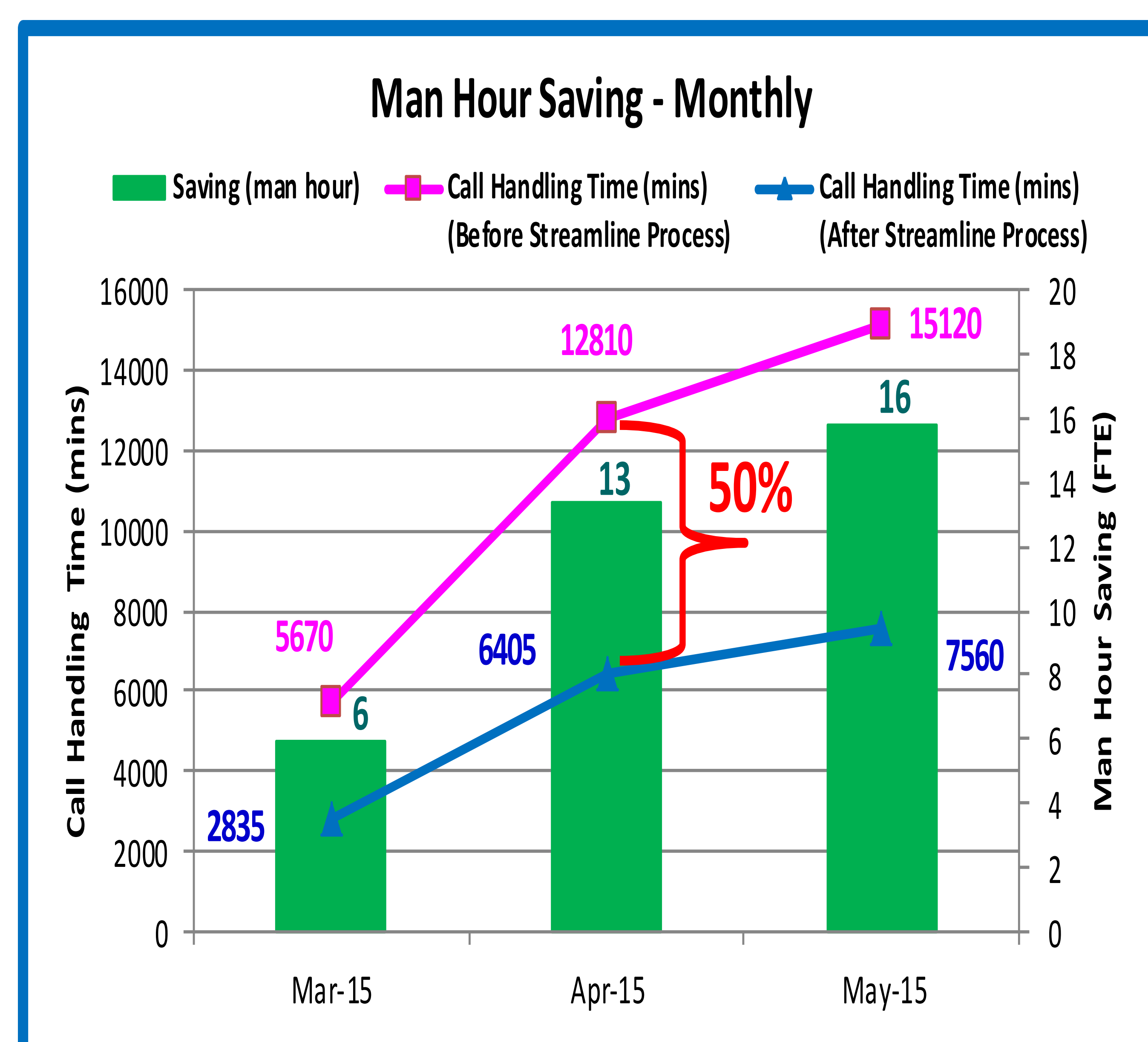
 **50%** Reduced of handling time for changing appointment at an average from **30** minutes to **15** minutes

 Saving of an average **12.5 man hours** monthly for Medical Secretaries and Resource Team.

Medical secretaries were tasked to work on other SingHealth initiatives and department data collation for improvement projects.

- Cross coverage amongst medical secretaries and leverage onto the synergy of bigger team.

- focused support to the Clinical Departments in areas such as follow up to meetings, support tracking of funding, secretariat support to conference, meeting, event management and JCI physician evaluation administration



## Conclusion

Since the implementation of this project on 1 March 2015, the result showed a significant efficient work process and man-hour savings of overall resources. Call Centre staff was able to provide a one stop service for patients on phone clarifying services and alternative date of appointment. At the same time, call centre also managed to identify areas of improvement to reduce the request of appointment change that is less than 1 month advance notice.