



Singapore Healthcare
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To provide a lean and seamless journey for same day admission and ambulatory cases going for procedure from Short Stay Unit (SSU)

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National Heart
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1 Background

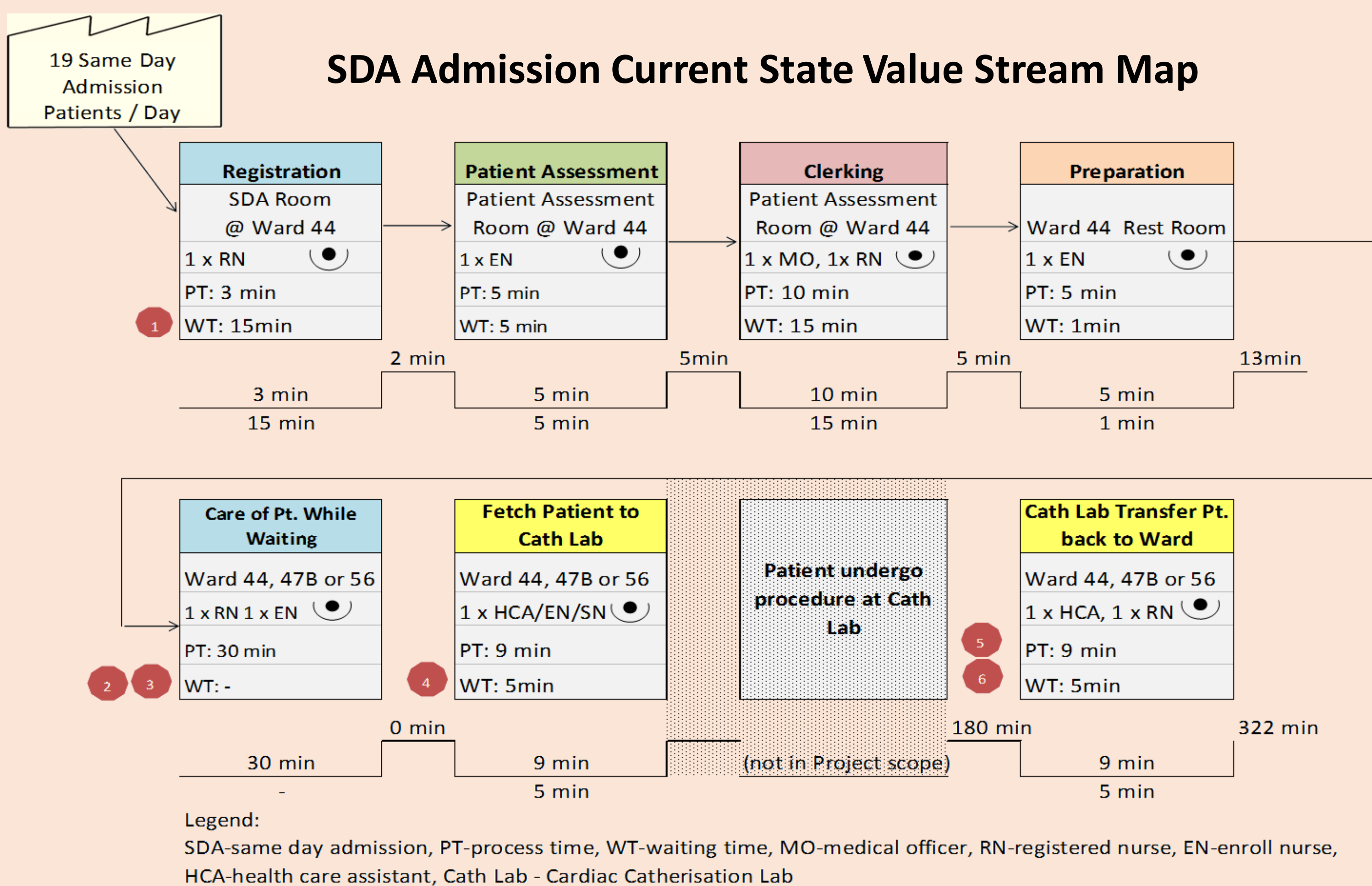
National Heart Centre Singapore (NHCS) patients who were listed for elective invasive cardiology procedures used to report to the "Same Day Admission(SDA)" room at Ward 44 for preparation on the day of admission. After the patients are being clerked by the doctors, they are usually sent to any of the NHCS wards to wait for their procedure. At times when there were emergency cases, the SDA cases are delayed and often resulted in the change of their schedule for the procedures. Patients' belongings were also kept at different wards depending on the patient's location before procedure which resulted in manpower wastage to arrange for the collection and sending back of the patient property post procedure.

2 Objective

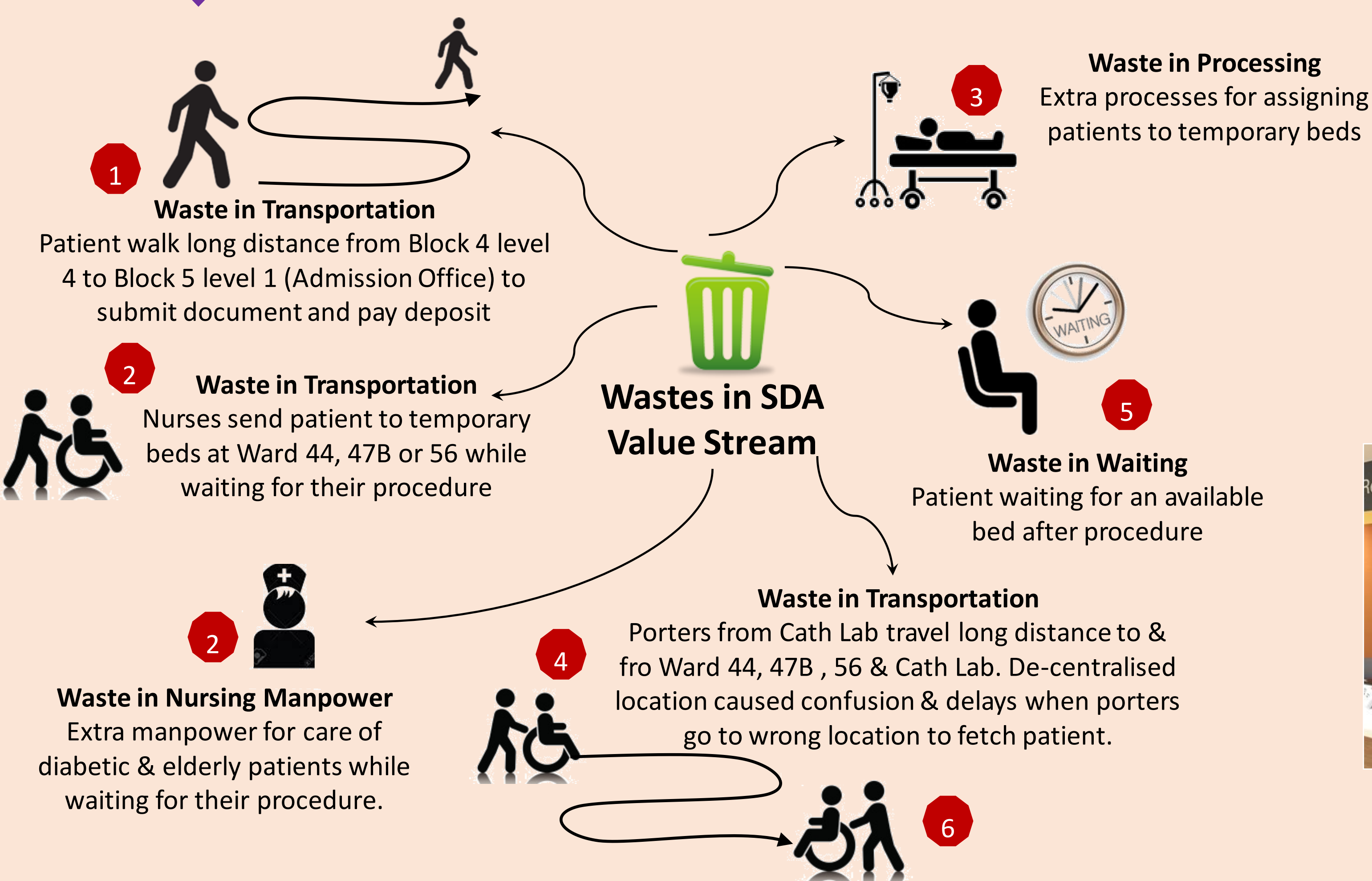
This project was initiated to design a lean and seamless workflow for the SDA process. It improves operational efficiency by creating a centralised management and care area for SDA cases bringing both patients and staffs' satisfaction.

3 Methodology

The lean methodology is used to analyse the wastes and inefficiencies in the invasive procedure admission process. A detailed study of the SDA value stream has been conducted and wastes has been identified for elimination. A lean and seamless workflow is designed for the SDA process. It improves operational efficiency by creating a centralised management and care area for SDA cases.



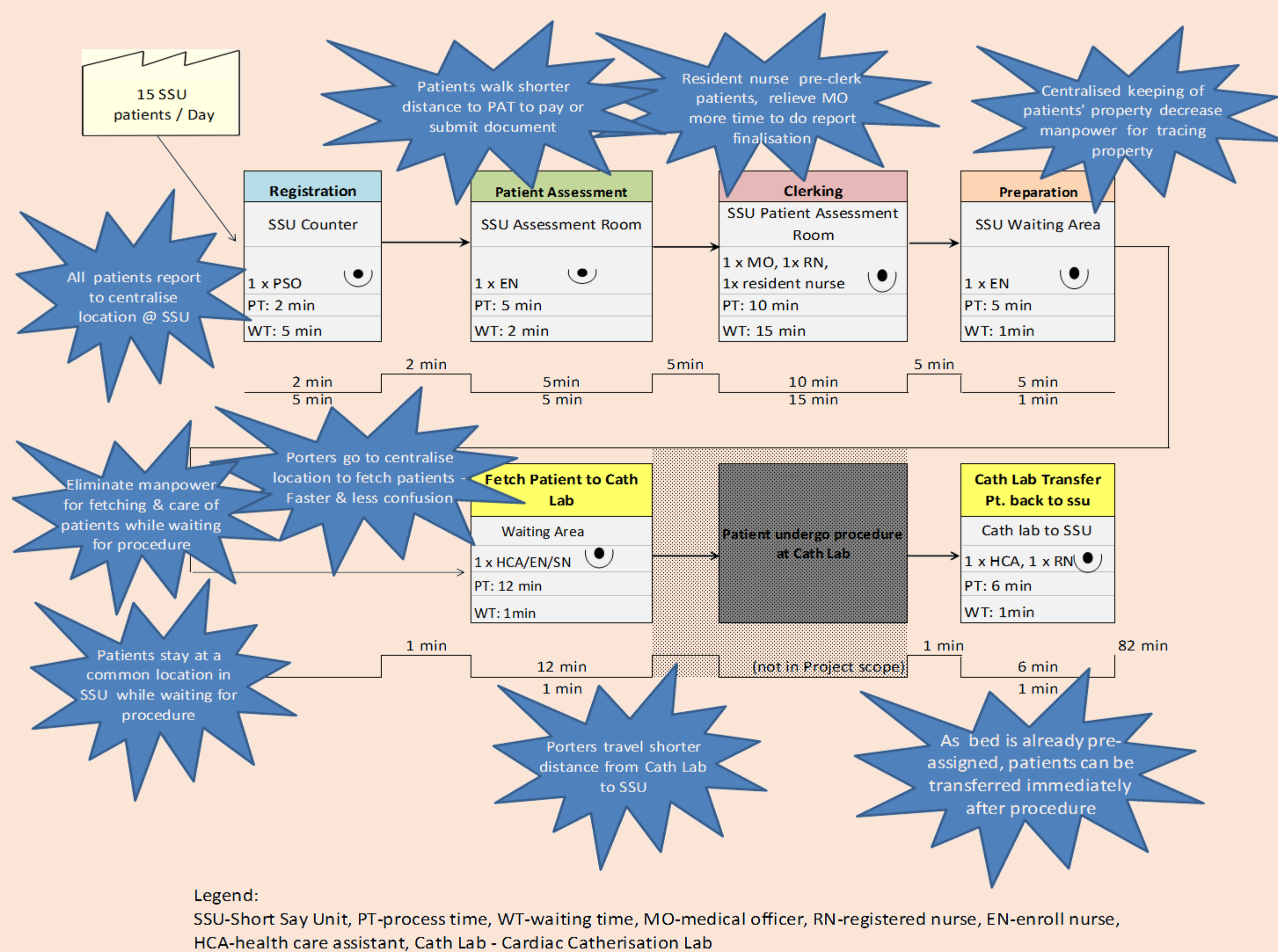
4 Wastes Identification In SDA Value Stream



Conclusion

The new seamless admission process has increased staff efficiency and increased patients' satisfaction. The new workflow has eliminated multi wastes and added values in improving patient's overall experience during the journey in NHCS. In addition, it will relieve the bed crunch situation in NHCS wards to free up more beds available for emergency and elective cases. The project has showed our commitment to SingHealth SPREE quality priorities and NHCS goal of providing excellent in healthcare for patients.

New Admission Process of ambulatory cases at Short Stay Unit (SSU) Future State Value Stream Map



5 Results & Benefits

- A new service, **Short Stay Unit (SSU)** is introduced in NHCS Building to take over all preparation process for same day admission and ambulatory cases.
- Lean Journey cut down **75% (240 minutes)** admission process time for ambulatory cases.
- Availability of SSU beds **eliminates 180 minutes waiting time** for beds after procedures.
- It **free up beds for elective & emergency cases** and **improves in-patient bed occupancy situations**.
- SSU beds saves **3600 in-patient bed days annually**.
- Manpower for **porters are eliminated for Cath Lab 1** due to proximity of SSU with the Lab.
- Consolidated services** within the building increases satisfaction and reduce hassles of patients
- Porters from cath lab 2 (SGH building) will fetch patients via bed lifts. No delay due to designated lift and smoother journey.
- Centralised location minimises possible delays due to confusion of patient's location leading to better patients and staff satisfaction level.
- Patients can immediately rest in bed after procedure as beds are pre-assigned for them.
- Designated wait area makes it easier to locate family members for discussion during the event of emergency.

The SSU Lean Journey

