



**Singapore Healthcare Management 2016**

# To improve patients' knowledge on surgical procedure for better management of post-surgery care

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**Background:** SGH Specialist Outpatient Clinic (SOC) G is one of the multi-discipline clinic among the 19 clinics and centers in the department. After doctors' consultation, listing nurses attend to patients who needs to be listed for procedures.

- The nurses
- schedule patients for their procedure dates
  - make the necessary arrangements for patient to have their Pre-assessment tests
  - perform financial counseling
  - conduct patient education

The nurses observed an increase in cancelled procedures. These cancellations created additional work for the nurses in cancelling all the arrangements made or in rescheduling dates for the patients.

**Aim:** The project aimed to ensure that all patients in SGH SOC G Clinic are fully informed regarding their pre and post-operative care by 9 months.

**Methodology:**

The team used the Cause and Effect Diagram to identify the root causes of the problem as illustrated in Figure 2.

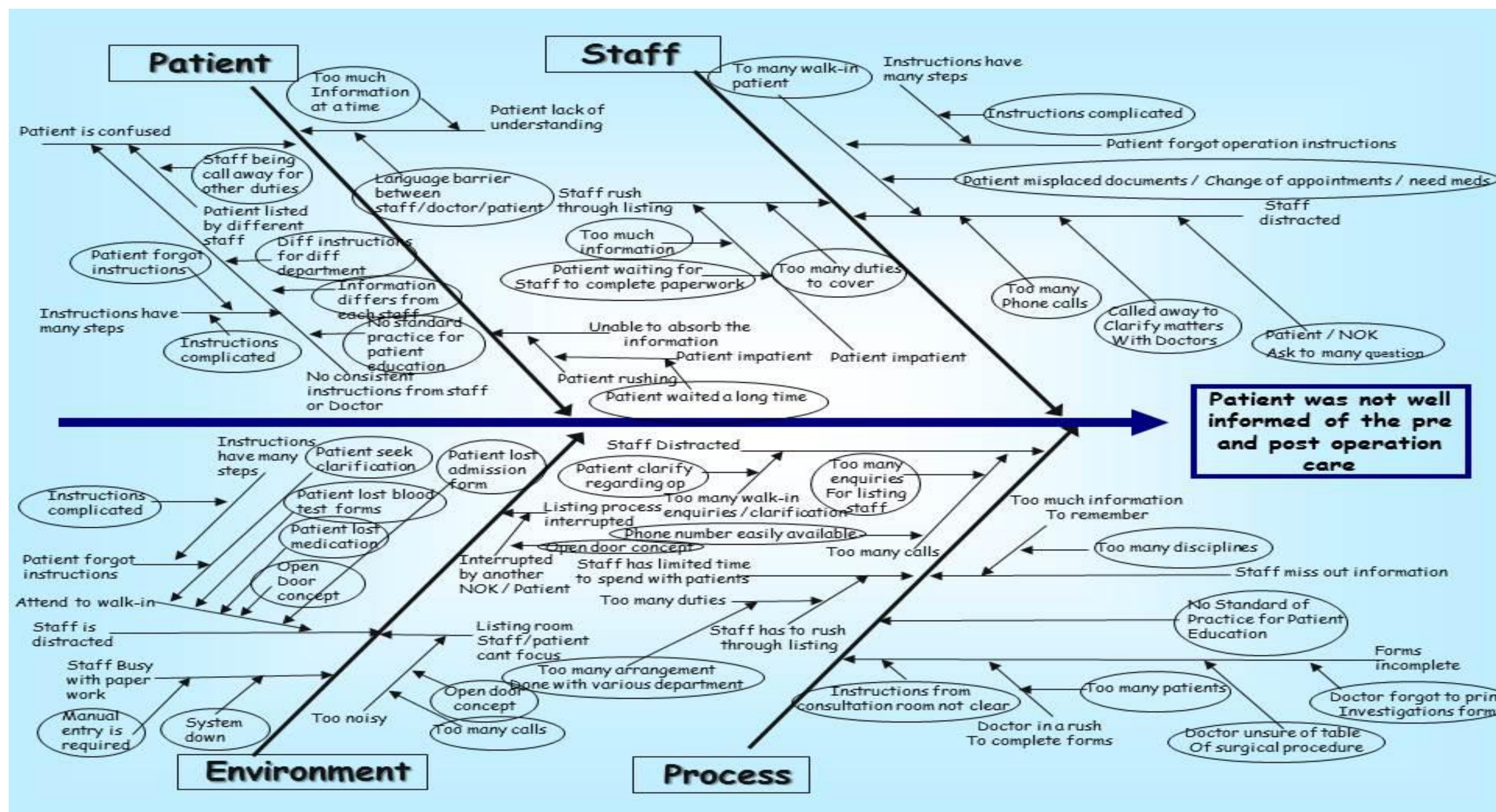


Figure 2: Cause and Effect Diagram to identify the root causes of the problem

Through multi-voting, the team used a Pareto Chart to identify the root causes that contributed to 80% of rescheduled or cancelled procedures as illustrated in Figure 3.

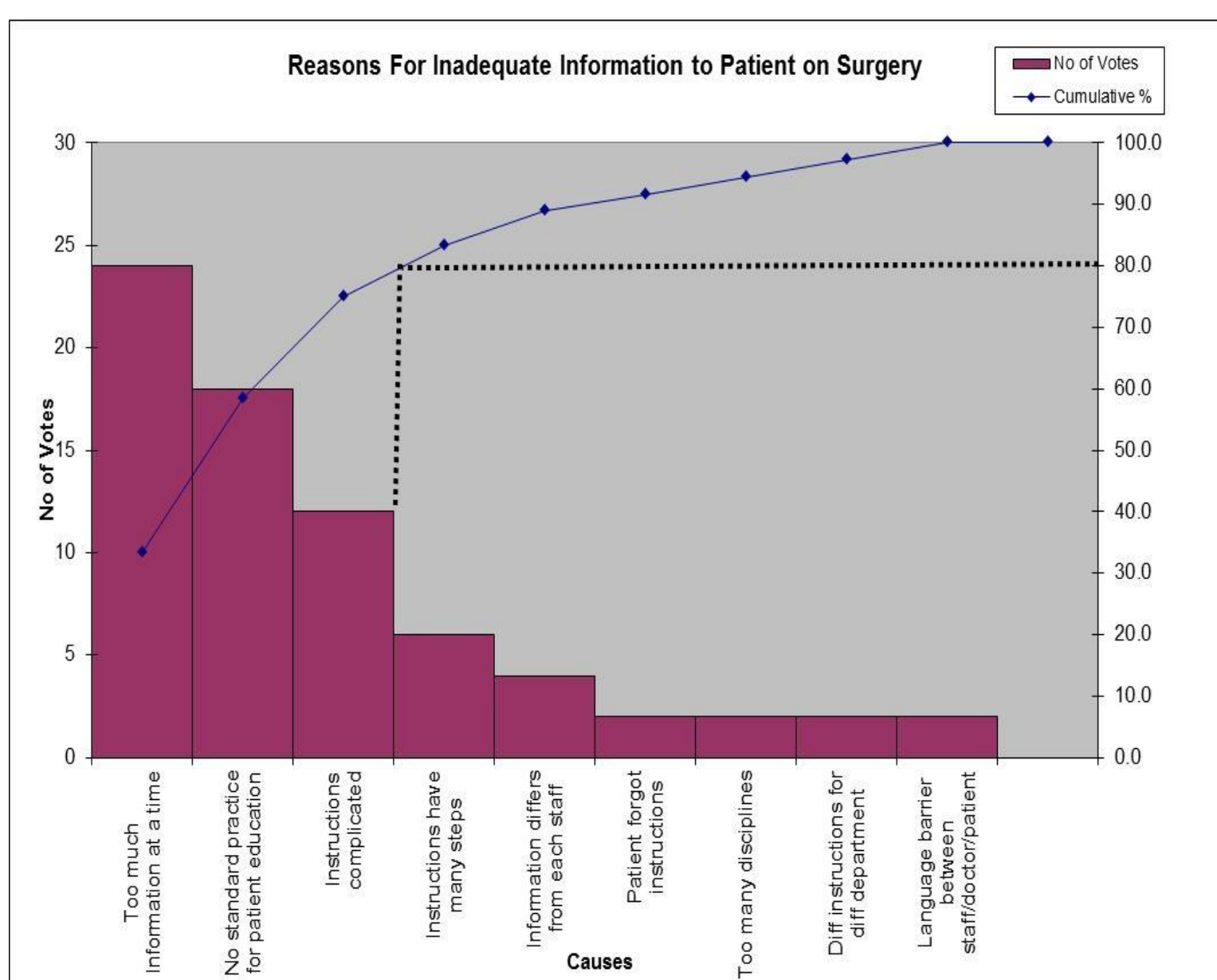


Figure 3: Pareto Chart to identify root causes

Criteria	Break down the listing process by assigning PSA to do surgery scheduling and financial counselling (Solution 1)	Give teaching brochures to patients to bring home to read (Solution 2)	Standardize workflow for patient education by preparing same set of teaching material (Solution 3)	Give group teaching before listing patient (Solution 3)	Assign a specific nurse educator to perform patient education (Solution 4)	Use pictures for better understanding (Solution 2)	Use videos	Use apps
Save Time (1- do not save much time, 3- save much time)	3	3	3	3	3	3	1	1
Effective (1- not effective, 3- most effective)	3	2	3	3	3	3	2	1
Ease to implement (1- hard to implement, 3- easy)	3	3	3	3	3	3	1	1
Total	9	8	9	9	9	9	4	3

Figure 4: Decision Matrix Table root

The 9 root causes were shared to all staff during the clinic's weekly meeting. From the voting's done by the clinic staff, the following 3 root causes which best represented the reasons of why patients were not well-informed of their pre and post-operative care were listed:

- Too much information at a time
- No standard practice for patient education
- Instructions complicated.

**Solution Development:**

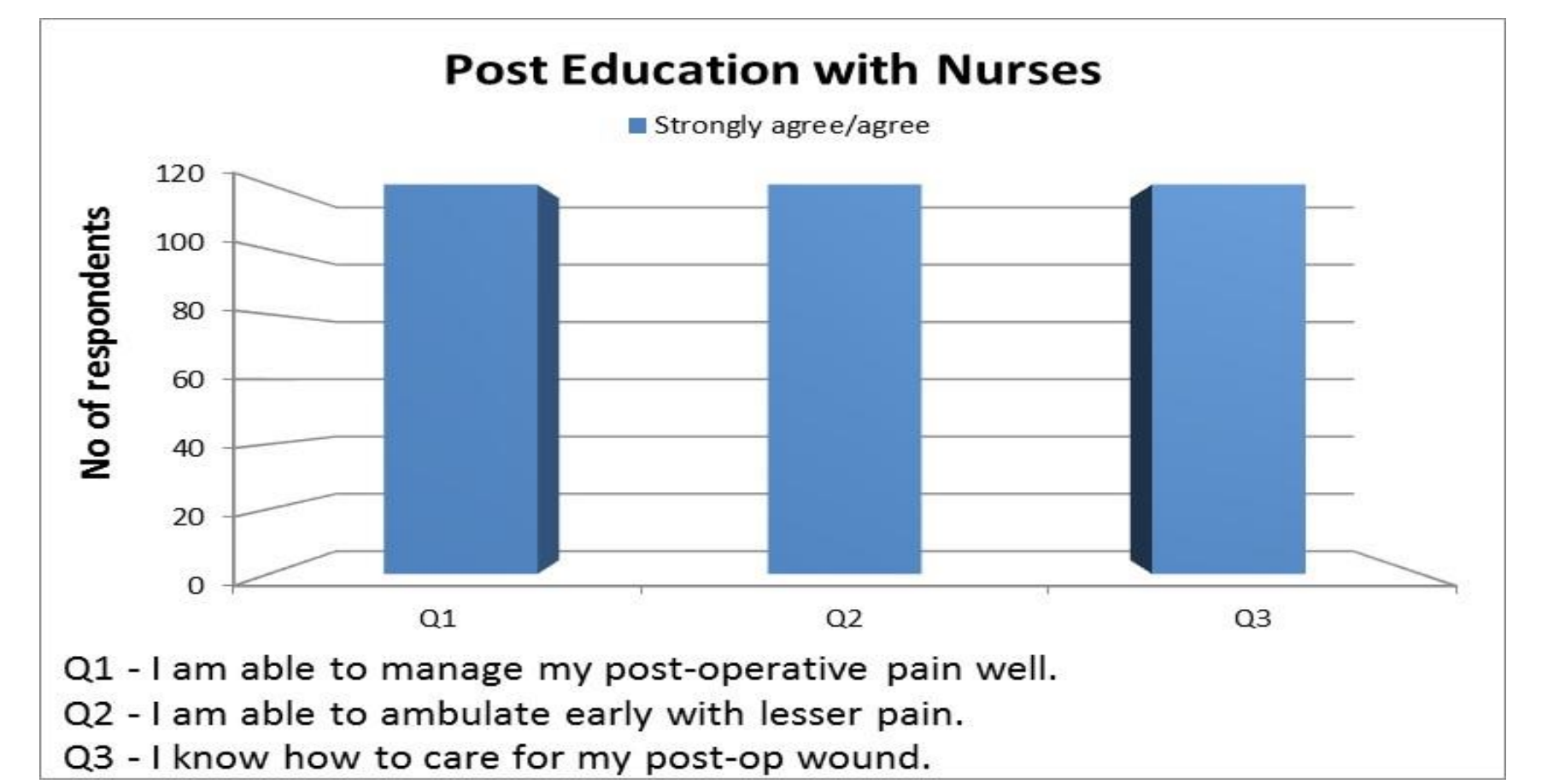
Using the serendipity and brainstorming techniques, the team identified actions and develop solutions to solve these root causes. Various alternative solutions identified were evaluated using the Decision Matrix Table illustrated in figure 4.

**Solution Implementation – Rollout Plan**



**Project Achievement:**

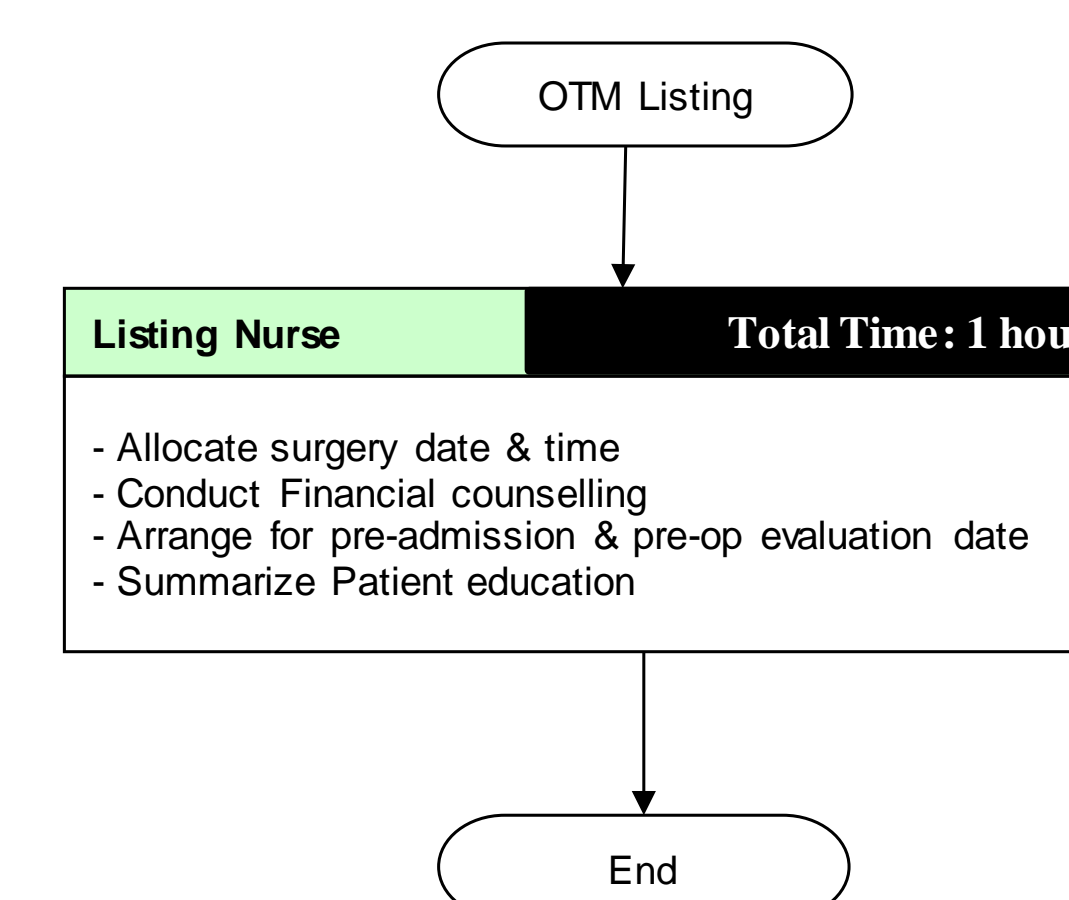
Overall patient's satisfaction was obtained as measured via patient survey. After the implementation of the detailed patient education, **100%** of the patients expressed that they strongly agree that there were fully informed of their pre and post-operative care for surgery after the patient education counselling for all 3 questions answered as illustrated in Figure 5.



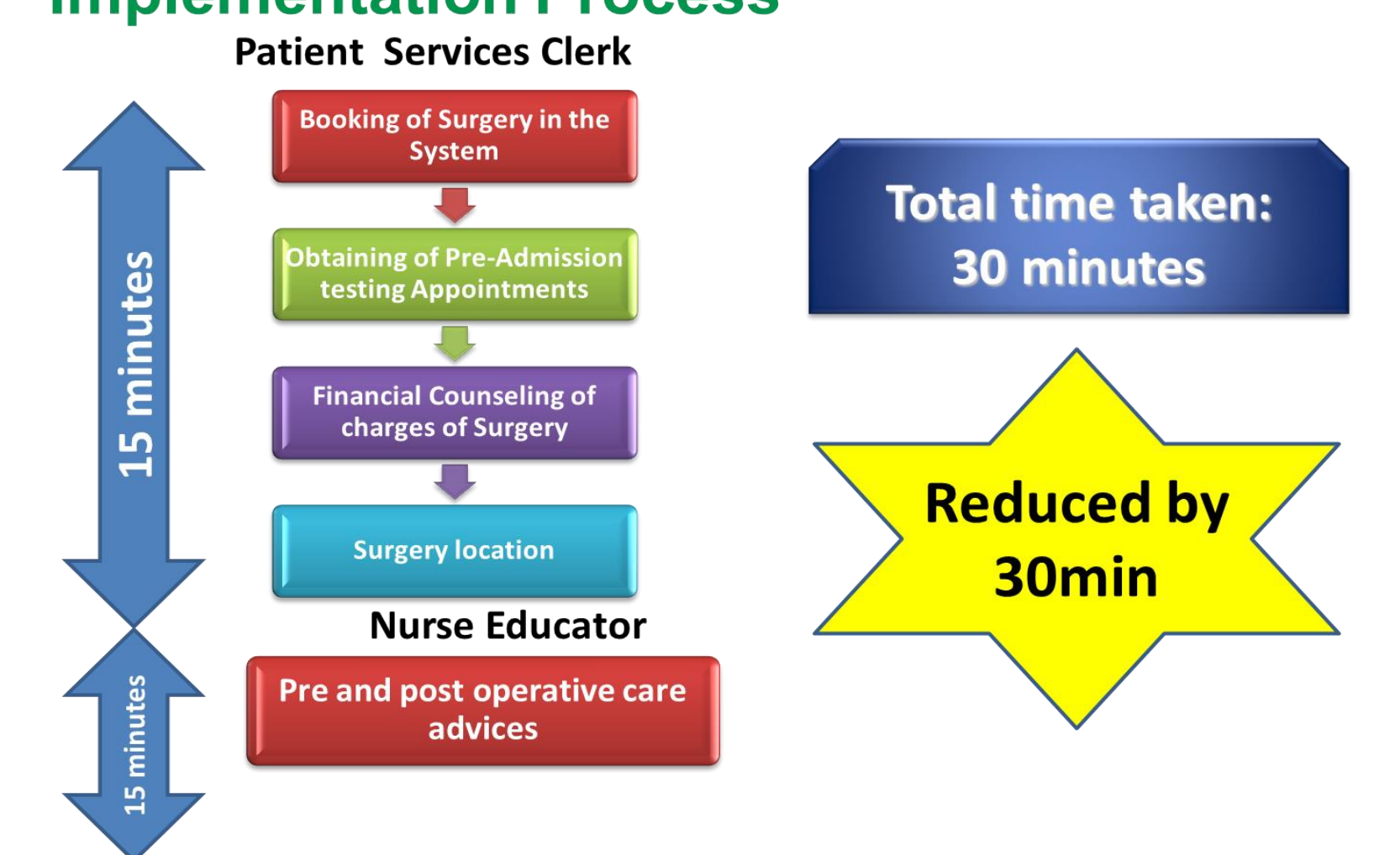
**Project Achievement**

- Improved Patient Care**
  - Length of Hospital stay reduced
  - Patient verbalized better management of post-op care
  - Patient cost of Hospitalization saving due to bed save days approximately \$883 (B1) - \$1154 (A1)
- Enhanced Nursing Professional Image**
  - Patient receive greater attention as Nurses emphasis on education
  - Free up hospital beds for more acute cases
- Increased Job Satisfaction**
  - Lesser Cancellation
  - Increased compliments
  - More slots for surgery
  - Listing time taken reduced as illustrated in Figure 6
- Improved Job Satisfaction**
  - Increase patient satisfaction
  - Fewer complaints
  - Improved staff morale
- Reduced Staff Stress**
  - Fewer complaint's
  - Staff faces less stress

**Listing Workflow Before Project Implementation**



**Time Taken for Listing Case after Implementation Process**



**Overall Organization Impact:**

- \* Better use of hospital resources (OT time)
- \* Enhanced nurses images
- \* Increase Staff satisfaction
- \* Increase Patient satisfaction

**Sustainability**

- ✓ Other clinics adopted the education method and created similar education files
- ✓ The organisation will be embarking on Centralised listing for all Outpatient Clinics where PSAs will be performing financial counselling and listing. This allows the nurses to focus on patient education and clinical duties