

1. INTRODUCTION

KKH Main Admissions was open on Sundays/PHs from 8.00am to 2.30pm. 2 staff were rostered to be duty. For admissions on Sundays/PHs, patients were told to come between 11am to 2pm. Hence, apart from processing admission for these patients, the staff were doing housekeeping in the back office. As staff were required to work on Sundays/PHs, they would work shorter hours on weekdays in accordance to the statutory requirements of 42 hours per week.

This arrangement resulted in lesser counters opening on weekdays when admission volume was higher. It was estimated that there were on average 12 admissions on Sundays/PHs as compared to 45 admissions on weekdays (based on 2015 figures). In addition, staff were not able to rest on Sundays/PHs which are regarded as rest days for workers.

To improve efficiency in resource management and provide a better work-life balance for staff, Main Admissions would close on Sundays/PHs from 01 September 2015.

2. METHODOLOGY

Staff were consulted and they were in favour of not working on Sundays/PHs and working longer hours on weekdays.

Stakeholders such as O&G24hrs, CE and DDMS teams were brought in and their support was gained. Elective Paediatrics (Paeds) admission cases will be handled by Children Emergency (CE) while elective Gynaecology/Obstetric (Gynae/Obs) patients will be referred to O&G (24-hour) Clinic for admission.

To enable hassle-free admissions at CE and O&G (24-hour) Clinic for these elective cases, staff at Main Admissions will prepare the casenotes, call patient to do Financial Counselling, create draft FC and planned admissions in the system (SAP). The staff at CE and O&G (24-hour) Clinic will actualise the admission after confirming ward type with patients on day of admission.

Main Admissions will also create ad-hoc Pre-Admission Test (PAT) visit cases for O&G (24-hour) Clinic on weekdays.

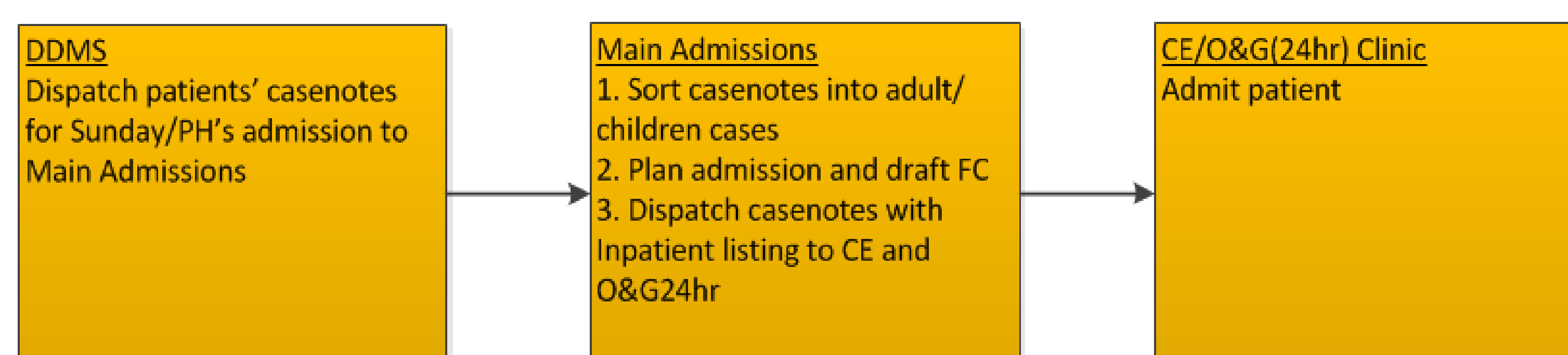


Figure 2.1 Workflow for admissions on Sunday/PH

Staff roster was planned for longer working hours on weekdays and more staff are deployed at the counters.



Figure 2.2 show all 7 counters operating on a busy Monday with many patients still waiting to be served

3. RESULTS

3.1 Improved Key Performance Indicator (KPI) for Patient's waiting time

Admission KPI = Patient's waiting time for admissions within 20 minutes. Based on the records on Admissions KPI, there is increase in KPI% each month after implementation, with a significant increase of 18% in January 2016.

2014	KPI (%)	2015	KPI (%)	Improvement
Sep	86	Sep	94	8%
Oct	78	Oct	82	4%
Nov	73	Nov	76	3%
Dec	73	Dec	86	13%
Jan 15	74	Jan 16	92	18%



Figure 3.1 Comparison of KPI between 2014 and 2015 in the same month

3.2 Savings in Electricity

Utilities (electricity) has been reducing since September 2015 based on Admissions' Income and Expenditure statements from September 2015 to January 2016.

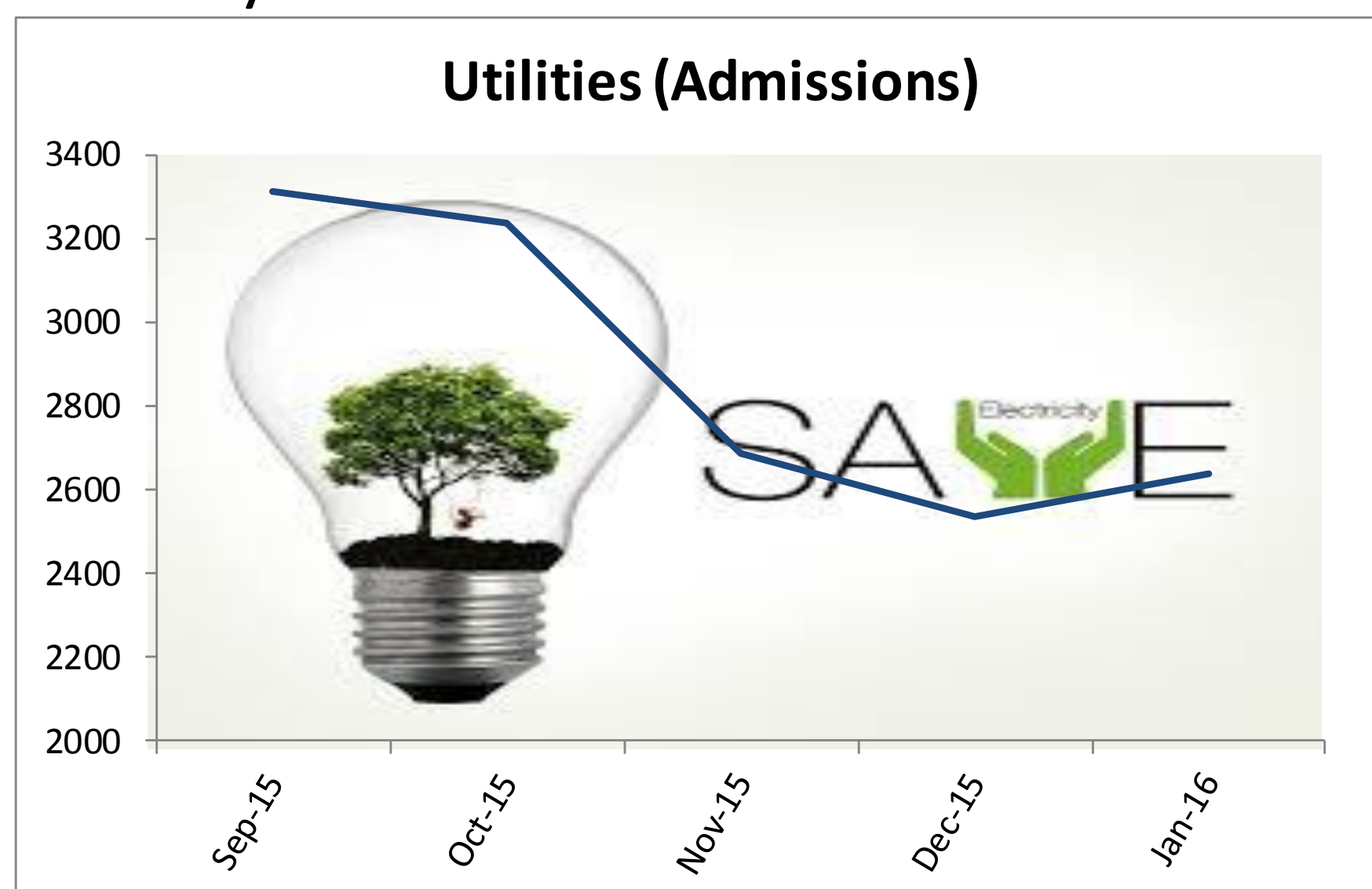
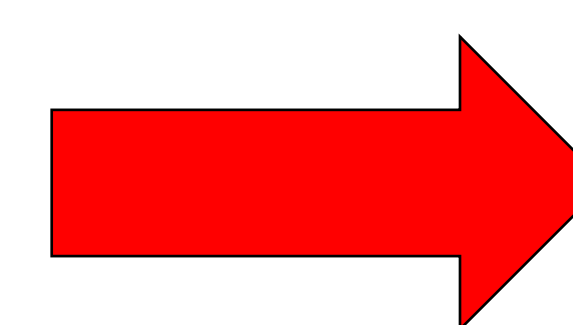


Figure 3.2 Chart on Admissions' utilities cost from September 2015 to January 2016

3.3 Greater job satisfaction as staff achieves better work-life balance.



4. CONCLUSION

Closure of Main Admissions on Sundays/Public Holidays improves operational efficiency and eliminates redundancy. Staff at Main Admissions can be scheduled to work longer hours on weekdays thereby reduces patients' wait time for admission and Financial Counselling. Staff morale improves as work-life balance is enhanced. Staff are able to enjoy family bonding time or leisure on Sundays/Public Holidays where family members have no work or school.

Moreover, with the rollout of Admissions Buddy (Online portal to view estimated bill size, change ward and make deposit payment) in November 2015, patients can do self-help at their own convenience and it will reduce the transactions time for admission and Financial Counselling, thereby making the wait time shorter, enhancing patient's experience at KKH.