



**Singapore Healthcare Management 2016**

# To enroll the right patients to the Virtual Hospital (VH) and provide One comprehensive needs-based care plan to all enrolled patients in a timely manner

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## Mission Statement

**“To increase the rate of first home visit (FV) completed within 2 weeks of enrolment from the current 54% to 80% in 6 months.”**

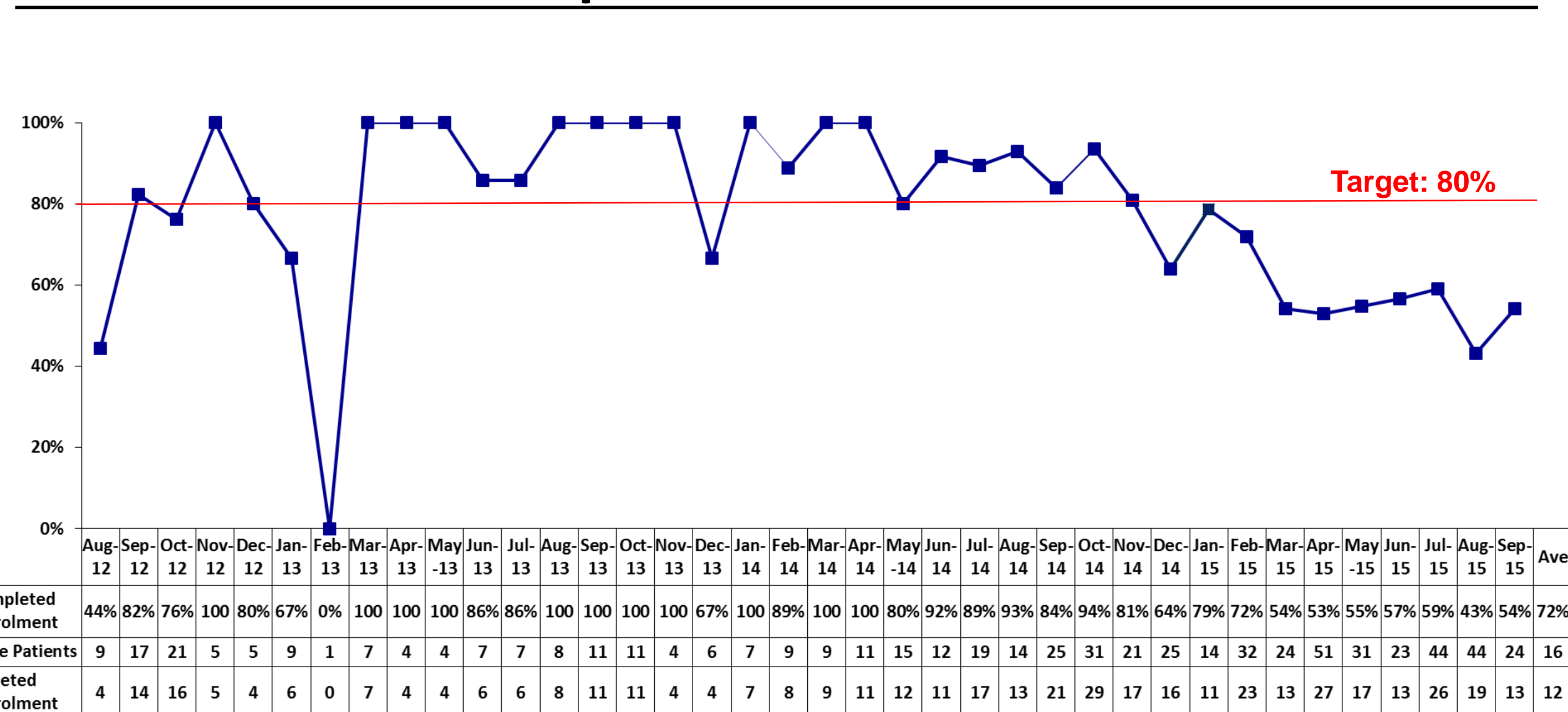
## Background

- The Health Managers (HM) need to toggle amongst a few IT systems to gather the required information when screening referrals for eligibility of enrolment.
- There has been an expansion of programme scope to care for patients with 3 or more admissions in the past 12 months (Frequent Admitters) since FY14.
- This has resulted in an increase of 4 times the number of referrals.

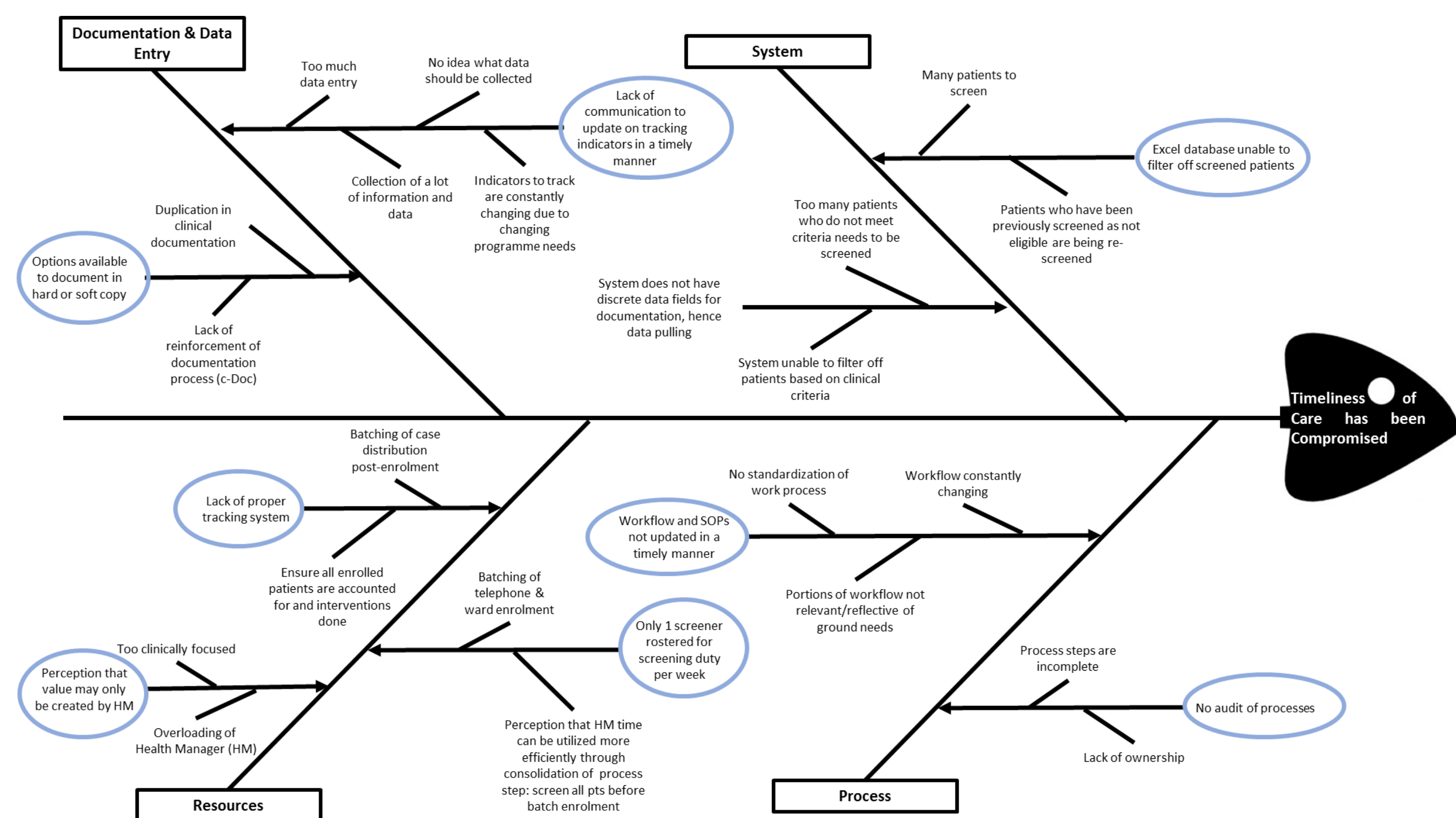
## Evidence of a Problem Worth Solving

- Despite the best efforts of the team to screen all referrals and enroll the right patients, the rate of first visit completion within 2 weeks of enrolment continues to drop.

### First Home Visit Completed within 2 weeks of Enrolment

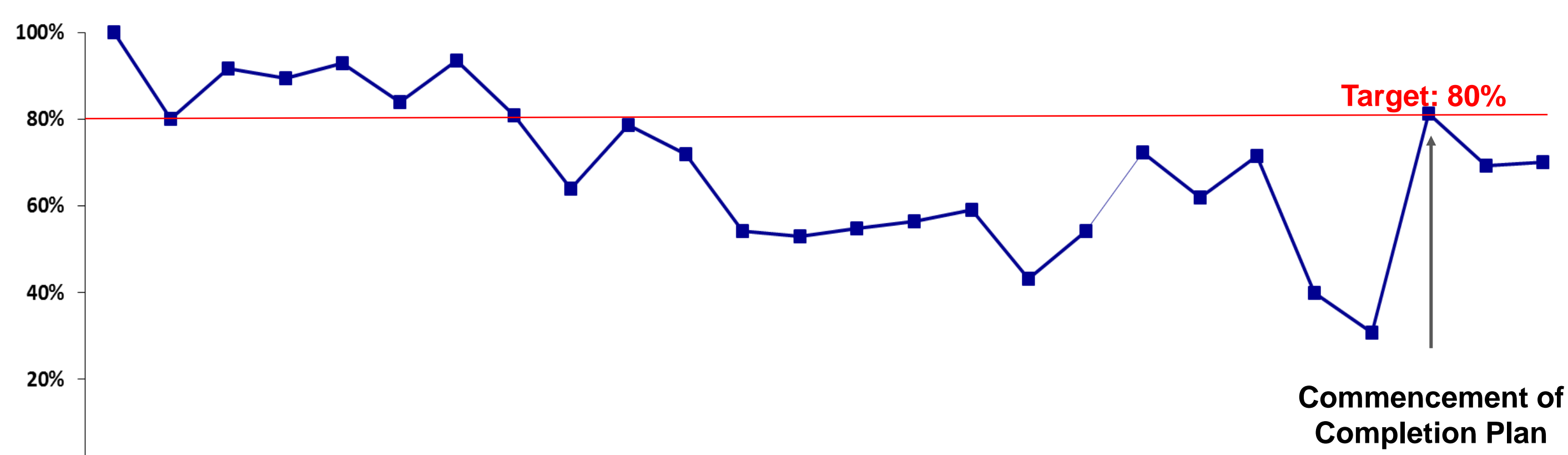


## Cause & Effect Analysis



## Results

### First Home Visit Completed within 2 weeks of Enrolment



	Apr-14	May-14	Jun-14	Jul-14	Aug-14	Sep-14	Oct-14	Nov-14	Dec-14	Jan-15	Feb-15	Mar-15	Apr-15	May-15	Jun-15	Jul-15	Aug-15	Sep-15	Oct-15	Nov-15	Dec-15	Jan-16	Feb-16	Mar-16	Apr-16	Ave
% of 1st HV Completed ≤ 2 weeks of Enrolment	100%	80%	92%	89%	93%	84%	94%	81%	64%	79%	72%	54%	53%	55%	57%	59%	43%	54%	72%	62%	71%	40%	31%	81%	69%	70%
No. of Applicable Patients	11	15	12	19	14	25	31	21	25	14	32	24	51	31	23	44	44	24	29	21	28	15	26	32	13	17
1st HV Completed ≤ 2 weeks of Enrolment	11	12	11	17	13	21	29	17	16	11	23	13	27	17	13	26	19	13	21	13	20	6	8	26	9	12

## Conclusion

### Lessons Learnt:

- Support from all levels within the VH team, not just the project team, is vital; ensuring commitment to the completion plan.
- Imperative to understand how VH fits into the healthcare landscape and consider solutions from a macro perspective in order for solutions to sustain positive impact both up and down the value chain.

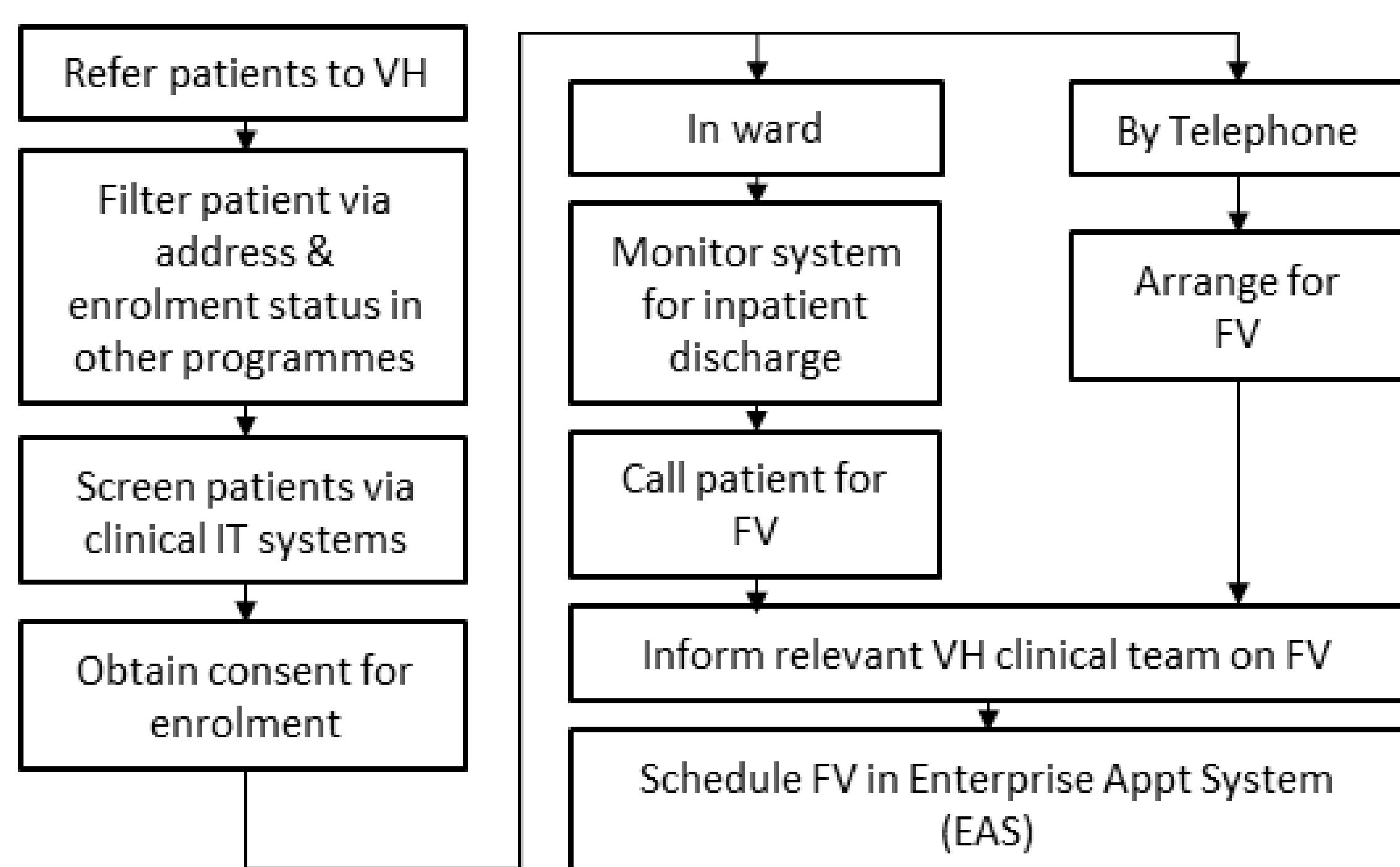
### Strategies for Sustaining:

- Continual monitoring of FV completion timeline and engagement of other VH team members to continue improving the process, extending beyond current scope.
- Bi-monthly sharing of indicators by members of the project team to enhance ownership.

### Strategies for Spread:

- Sharing of project findings with other
- Participation in Quality Festivals and/or poster competitions both internally within TTSH and nationally.

## Process



## Methodology

- A multi-disciplinary team consisting of nurses, operations staff and IT personnel was gathered
- Data gathering via direct observation by team was completed to facilitate mapping of current process
- Root cause analysis was conducted with future state was subsequently mapped to address the gaps identified