



**Singapore Healthcare Management 2016**

# Increase Service Level of Appointment Line in Clinic 2B



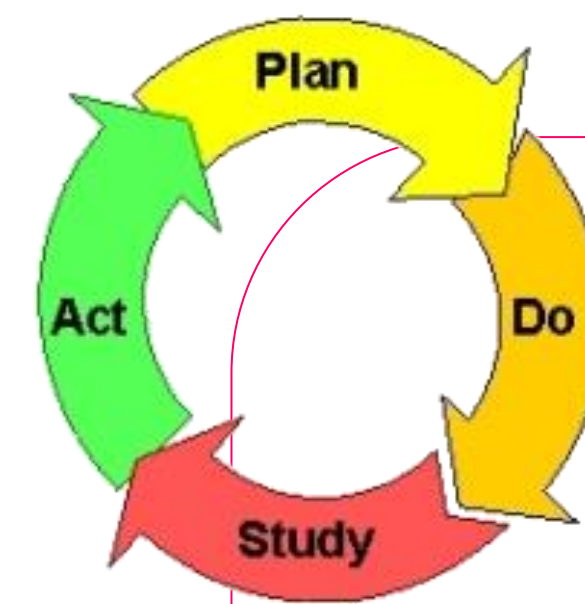
SSN Zhao Jingru, Tan Tock Seng Hospital  
SAN Michelle Lee MT, Tan Tock Seng Hospital

## INTRODUCTION



- The data of service level in appointment line before March 2014 shows monthly average of 81.4% which is below TTSH target for Pearl Clinics of 95%
- To increase the service level and serve customers better, we embark on this quality improvement project from March 2014
- We managed to increase the service level to monthly average of 95% in Sep 2015 and sustain

## METHODOLOGY



- ✓ Data collected to confirm the problem exists & establish a baseline of initial state
- ✓ Data shows 81.4% which is below the hospital target for Pearl Clinics of 95%
- ✓ Fishbone and Pareto analysis done to find out the root causes
  - Lack of structured training
  - Staff do not see the importance of answering phone calls within three rings
  - Often are engaged in other tasks

### Solutions

- ✓ Provide structured training & clinical information to staff
- ✓ Emphasis on attending to patients' phone calls first
- ✓ Assign this task to others
- ✓ Appointment line staff empowered to make decisions for Adhoc cases



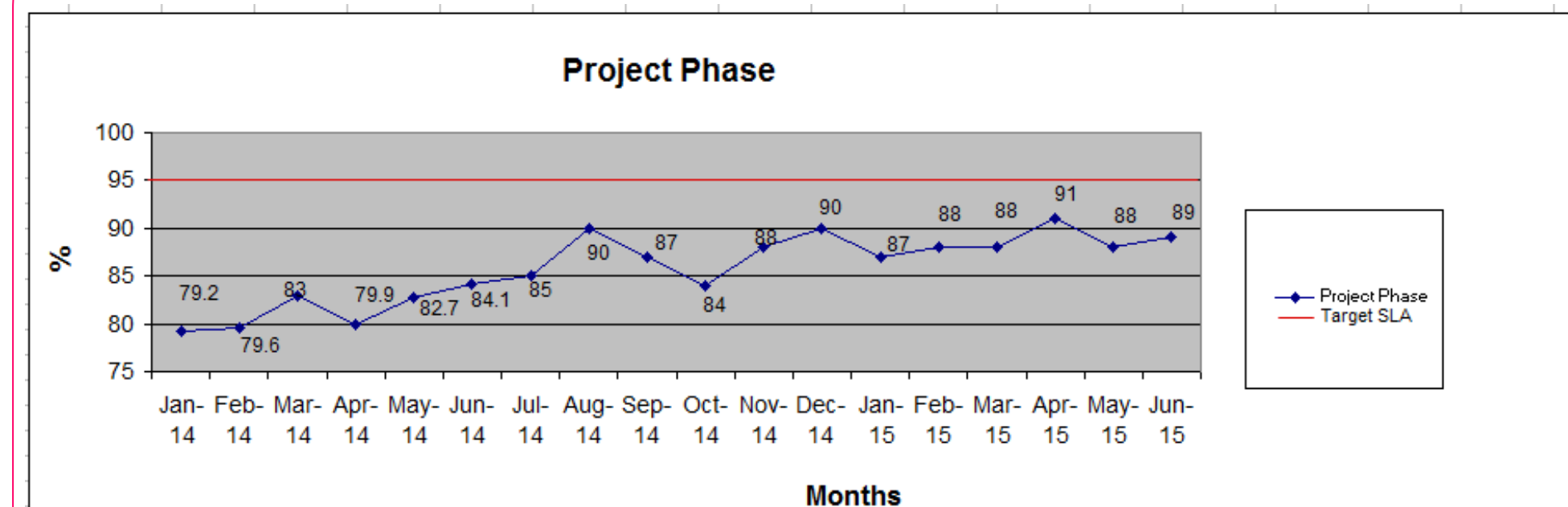
## AIM

To increase the service level of appointment line in Clinic 2B from average monthly 81.4% to 95% within 22 months from Jan 2014 to Nov 2015

### Phase 1



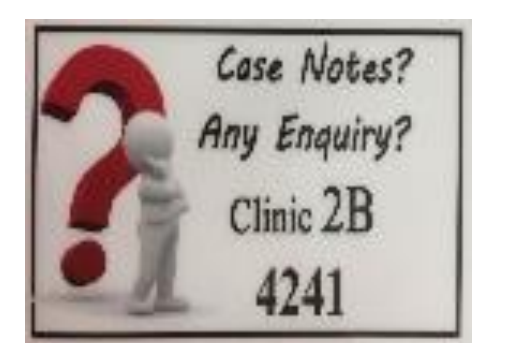
### Phase 2



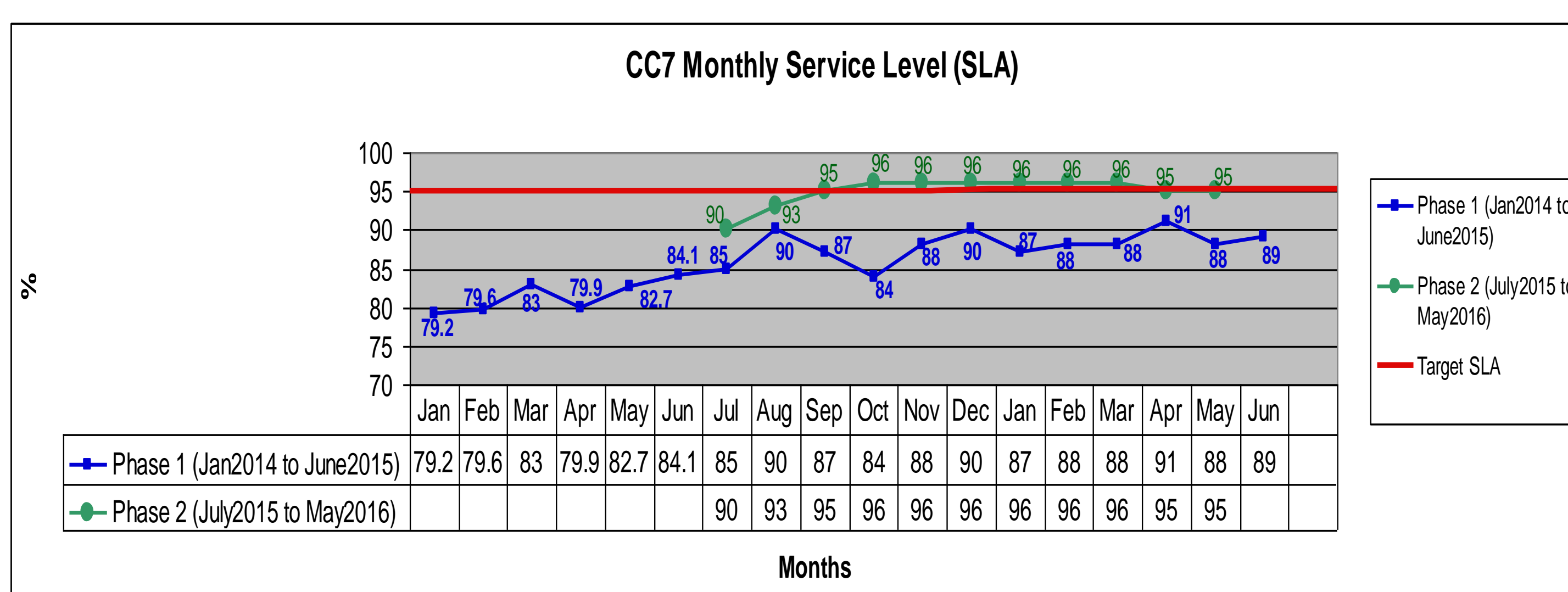
- ✓ Experiments are done to confirm the solutions
- ✓ However, the result was not ideal therefore another round of PDSA was done

### Implementation

- ✓ Track & Update daily service level
- ✓ Share results in role call daily
- ✓ Provide visual cards
  - Reduce the unnecessary service time of each call
  - Avoid unnecessary internal phone calls from other departments



## RESULTS



## CONCLUSION

With the support from Clinic Manager and team work of staff, we are able to reach the target and sustain the result despite a unsteady start to the project