

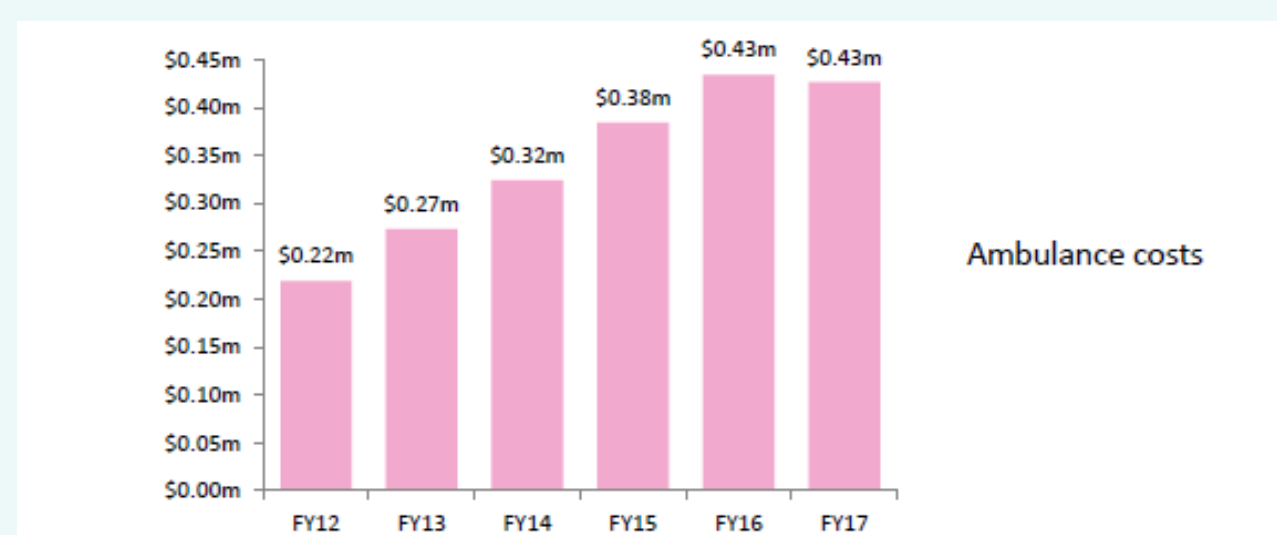
Safe and Cost-efficient TCU transfers

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Problem Statement

The cost to transfer patients for TCU appointment via ambulance has been increasing over the years. Due to the high demand of ambulance services, it has also resulted in transfer delays.



There has been approximately 15% year-on-year increase in ambulance costs in the past 5 years, with only a slight drop in FY2017. This translates to an overall increase of \$210,000 in the cost of ambulance over 5 years.

Project Aim

The project aims to provide safe and efficient transfers of patients for TCU.

A team was formed to explore alternative ways of transferring patients in a safe and efficient way but with more cost-effective methods. The initiative of TCU by taxi was then introduced.

Lessons Learnt

Problems Encountered

- Lack of confidence among staff when escorting patients for TCU via taxi
- PSA and ward staff cannot access the ePortal website during the initial stage
- Delays in raising ePay for approval

Strategies To Sustain

- Continue to have regular engagement sessions with stakeholders to share results (staff's feedback, patient's feedback and time saved). Through the engagement session, staff felt motivated and had increase morale as they were able to garner a sense of achievement for the staff and patients in the ward.
- To conduct focus group sessions with the ward team to understand their needs and explore how to enhance our existing measures and interventions.
- Continue to collaborate with Comfort Taxi, General Support Service, and Finance Department to share feedback and proactively identify areas for improvement.

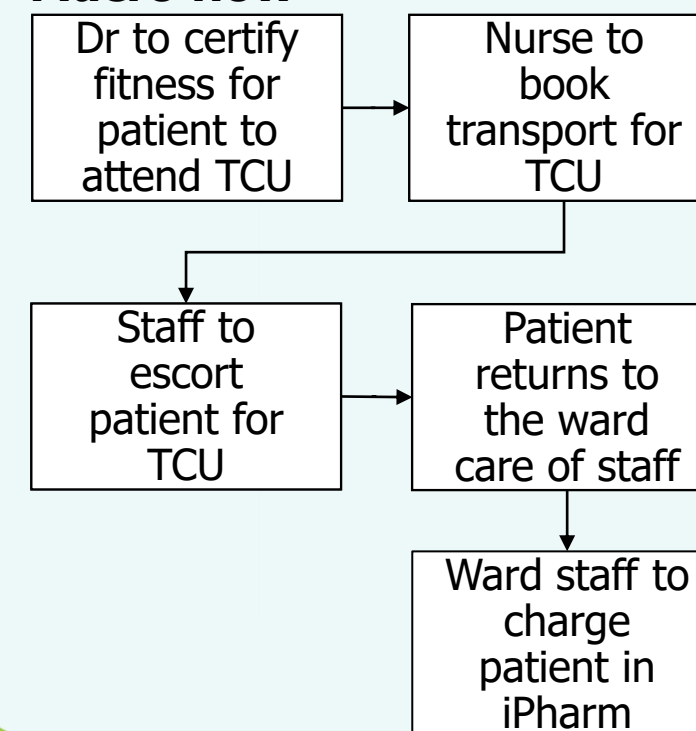
Potential Solutions

The Fishbone diagram was done, and the root causes were identified. 5 interventions were implemented.

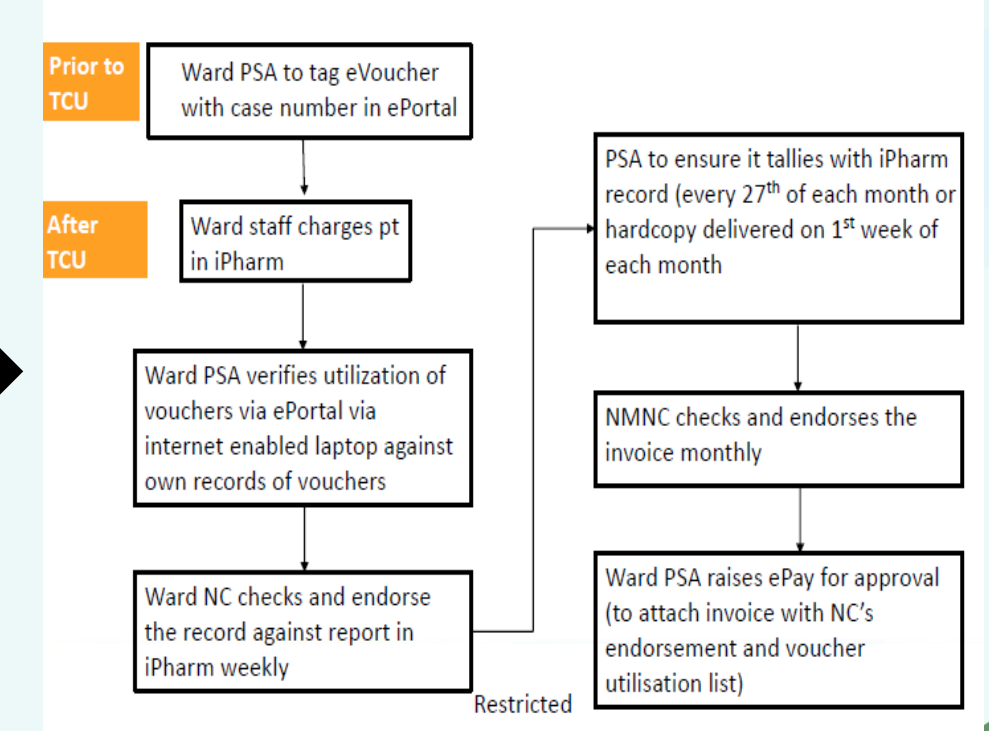
PROBLEM	INTERVENTION	DATE OF IMPLEMENTATION
No guideline for staff to determine the mode of transfer	Set the criteria for patients using taxi for TCU	01 Sep 2019
Taxi is unavailable during peak hours	Established the process to book taxi for transfer of patient for TCU	
Staff is not familiar with the procedure	Workflow for the management of taxi vouchers were created	
Lack of proper record of voucher utilization	Track sheet was created to track voucher utilization	01 Nov 2019
Long lead time	Par level of taxi vouchers was determined for acute and long stay wards	01 Dec 2019

Flow Chart Of Process

Macro flow



Micro flow



Outcomes & Impacts

- Feb 2020 - Jan 2022: Project was suspended due to COVID-19
- From Feb 2022: The pilot resumed and was fully implemented in all inpatient ward by May 2022
- From May 2022: The project was rolled out to Emergency Services and Specialist Outpatient Clinic.

- The 5 interventions were successfully implemented in all inpatient wards, Emergency Services, and Specialist Outpatient Clinic.
- Service utilization: A total of 1900 patients have been transferred via Taxi instead of ambulance.
- Overall time saved of 1900hrs for nurses as the duration of TCU was reduced by 1 hour per trip (2-way). The time saved can be better used by nurses to provide more clinical care to patients.

	Ambulance cost	Taxi Cost	Total cost saving per patient
Cost saving per patient	\$100.00	\$75.00	\$25.00
Total cost saving for all patients	\$100.00 - \$75.00 = \$25.00 \$25.00 X 1900 = \$ 47,500.00		

Average time saved per patient : 5 hrs (via ambulance) - 4 hrs (via taxi)= 1hr

Total time saved: 1 hr x 1900 =1900hrs