

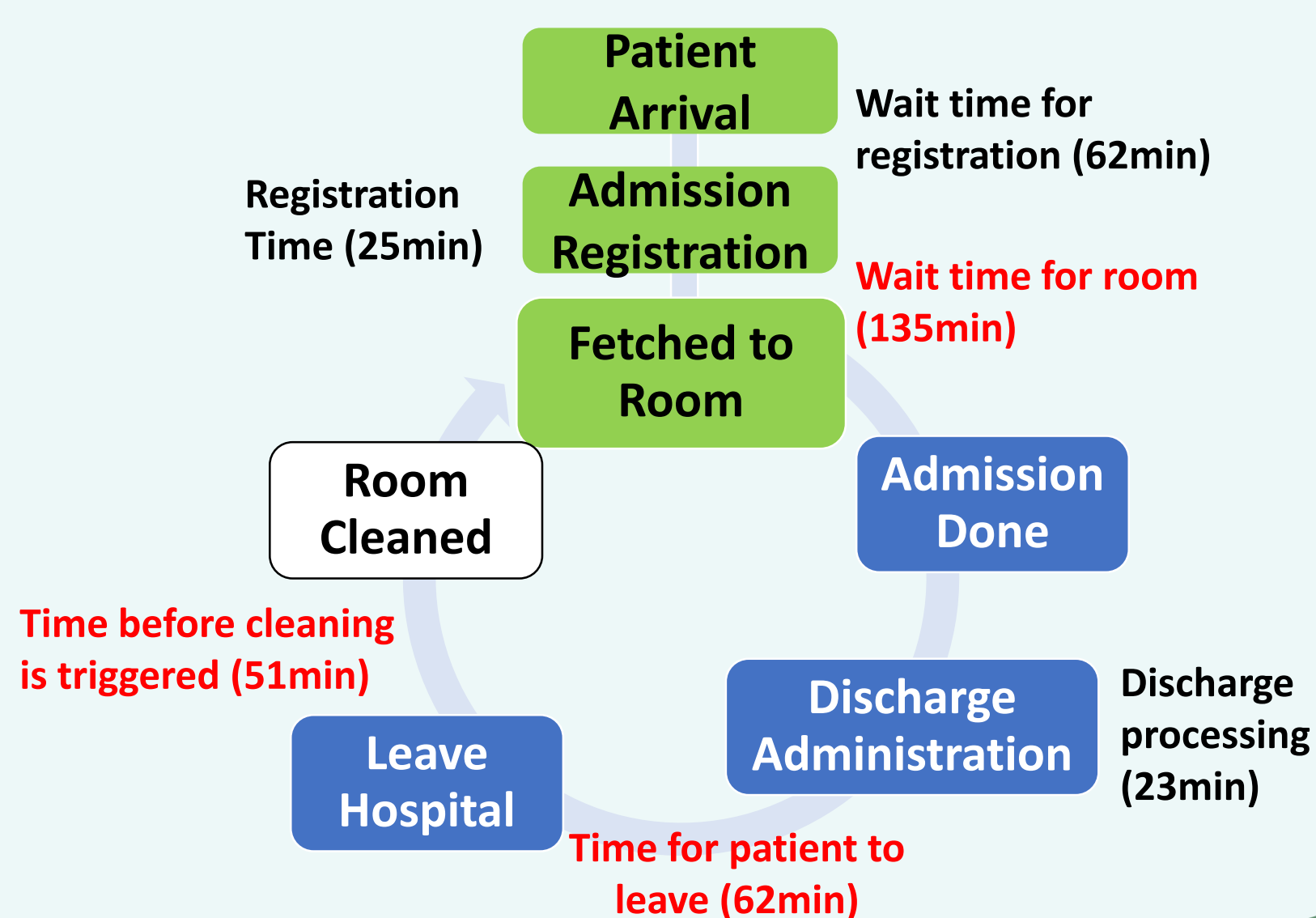
Reducing Bed Occupancy Waste for Seamless Admission Journey

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Problem Statement

Room turn-around is impacting overall patient journey, resulting in lengthy admission process.



Potential Solutions

1. We **reviewed job tasks** of Business Office (BO) staff and **eliminated motion waste** under ward operations so that they are able to take on additional tasks that facilitates quicker room turn-around-time.
2. We collaborated with **key stakeholders** like Pharmacists and Nursing team to coordinate and **prioritise patients for early discharge**. BO staff addressed patients who had constraints and were waiting for their Next of Kin to fetch them, by providing the **option of a Limousine transport service** for them to get home safely.
3. Room **cleaning is now initiated by BO staff** once patient leaves the ward, instead of nurses. This change allows our nurses to dedicate their focus to patient care responsibilities. BO staff work closely with Environmental Services team to expedite cleaning and ensure that they **receive prompt alerts** once the room is prepared for its next patient.

Project Aim

To reduce **unnecessary bed occupancy** time by 75% within 3 months

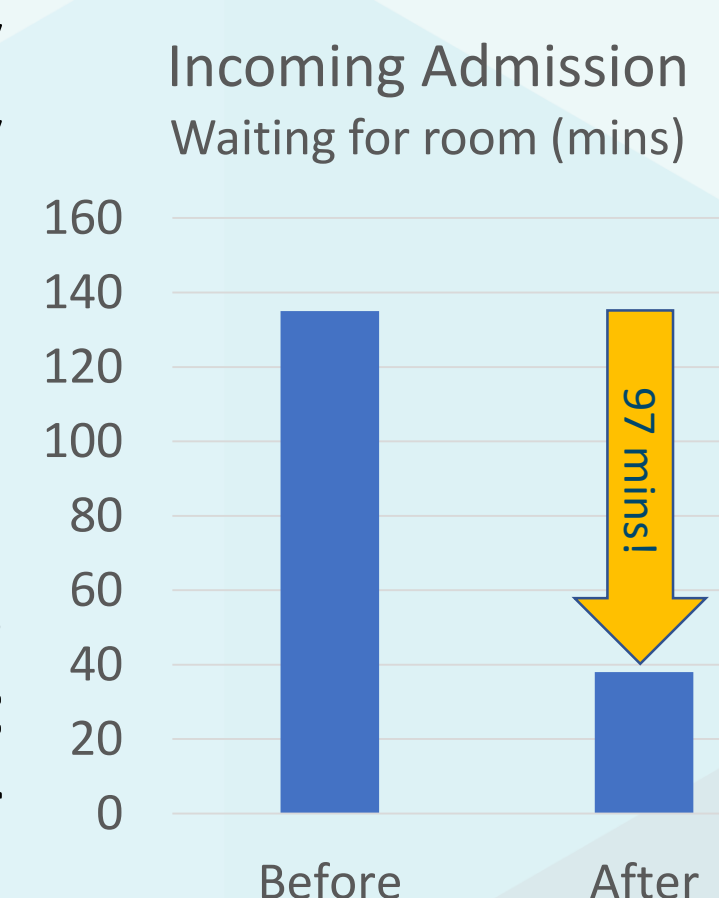
Target Area	95 th percentile
Time to leave room	62mins
Time to trigger cleaning	51mins
Total time waste (muda)	113mins

Outcomes & Impacts

Target Area	95 th percentile after 3 months
Time to leave room	21mins
Time to trigger cleaning	4mins
Total time savings	88mins (78%)

The team achieved the **goal of >75% reduction** in unnecessary bed occupancy time.

In addition to significantly reducing bed occupancy waste, incoming admissions now experience a remarkable wait time improvement. The wait time has been reduced to just 38mins, from the previous 135mins! This is direct **wait time reduction of 97mins** for our patients.



Lessons Learnt

1. Staff **change management** is critical to **sustain the wins**. This was supported with regular meetings with the ward in-charges.
2. There are some patients who continue to stay behind despite Limousine services being offered, the hospital shall continue to **identify and address diverse patient needs**.