

# National Quality Improvement Conference



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## To Reduce Manhours from making non-productive phone calls by 50% through Enhancing Tools to Improve Processes and Create Joy in Work.

### Problem Statement

Mammogram patients received appointment reminders via both SMS and calls.

- SMS reminder - One way text reminder only without able to respond. We were unable to know the appointment status from patient eg: turning up, plan to reschedule etc.
- Call reminder - Patient Service Associate (PSA) called each patient but 50% calls were usually not picked up. Calls were non-productive, time spent daily 1-2 hours.
- Resources wasted with un-actualised appointment slots.

### Potential Solutions

| S/N | Root Causes                   | Countermeasure Proposed  | Date of Experiment |
|-----|-------------------------------|--|--------------------|
| 1   | No. of rings shortened        | PSA only call patient who does not respond to SMS  | Jan 23             |
| 2   | Does not pick up unknown no.  | SMS enhancement to allow interactive SMS where patient can reply to track appointment status<br>• SMS to be sent 10 working days in advance as compare to current 3 working days<br>• 3 reply option : 1 – Confirm , 2 – Reschedule , 3 – Cancel   | Jan 23             |
| 3   | Non interactive SMS           | • For reply option 2 & 3 – auto triggered another SMS with formSG link for patient to submit for reschedule.<br>• HQ PSA will pull report on daily basis and proceed to cancel patient appointment in BSS to free up the slot.<br>• HQ PSA will filter and send those no reply list to ground PSA to call. | Jan 23             |
| 4   | SMS and Call reminder clashed | SMS sent 10 working days in advance and Call reminder to patient 5 working days in advance.  | Jan 23             |

### Project Aim

**To reduce manhours from making non-productive phone calls by 50% through enhancing tools to improve processes and create joy in work.**

|  |  |                                       |
|--|--|---------------------------------------|
| What are you measuring?<br>No. of manhours saved | Numeric Goal:<br><b>50% manhours saved</b> | Time frame for completion<br>8 months |
|  | Stretch goal:<br>60% manhours saved        |                                       |

### Lessons Learnt

- Strong teamwork were important and presence and voice of individuals. Team came together regularly to check in and each were assigned a defined clear role for better team effectiveness.
- It is important for all to be open and receptive to adjustment(s) / changes(s) along the way during trial. The encouragement, the change mindset are essential.
- Don't say no to ideas – important to think out of the box and see things in a bigger perspective or another angle.

### Outcomes & Impacts

- Higher overall response rate from 60% to 80% which allows better capacity planning.
- SMS 10 working days prior. Call only to patients who did not reply SMS 3 days prior. **Reduce calls by 60%.**
- **Manhours saved = 322 hours (60%)**
- Positive feedback from staff and patient
- **JIW Pre Post survey also show positive outcome**

