



Reduction of Overbooked Diabetic Retinopathy (DRS) Clinics

Singapore Healthcare Management 2024

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Background

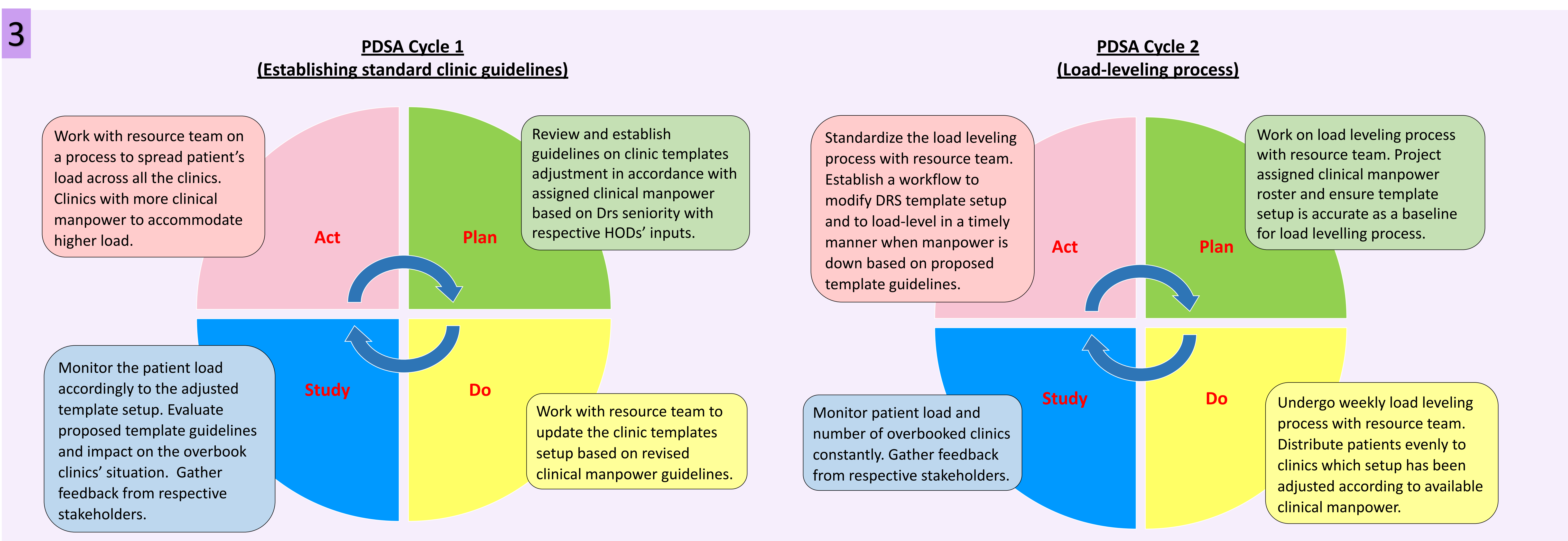
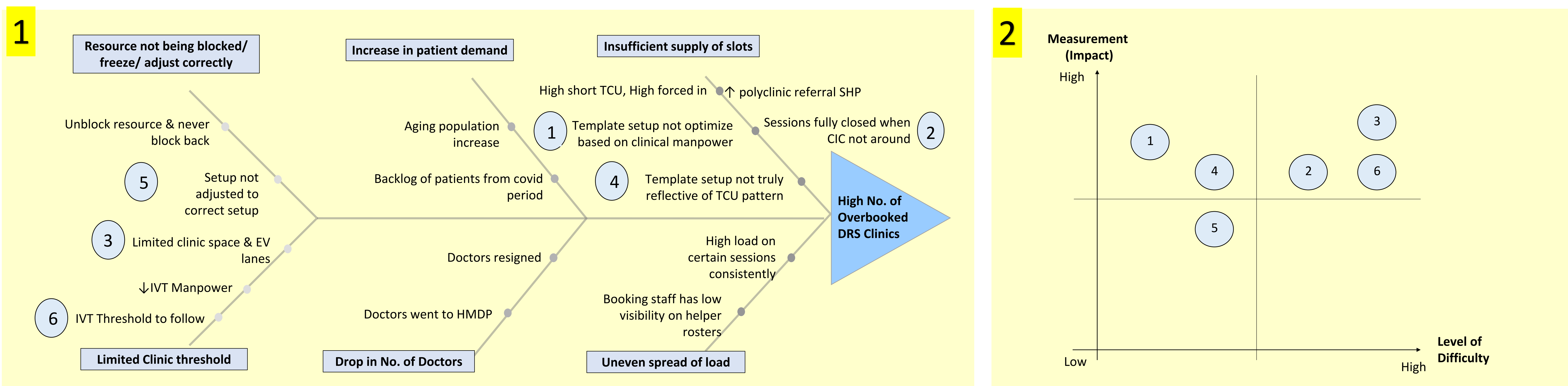
The subsidised DRS clinics in Diabetes and Metabolism Centre (DMC) are team-based clinics that are led by 1 or 2 consultants in-charge and assisted by a group of junior doctors such as residents, resident physicians and international fellows. The clinic templates for the respective DRS clinics varies for the different number and grade of junior doctors assigned to each different DRS team hence tracking the target patient load against the available clinical manpower becomes very tedious. As a result, these clinics tend to be overbooked resulting in long waiting time for patients.

Objective

The team aims to achieve a 50% reduction in number of overbooked DRS clinics.

Methodology

The team did a root cause analysis using a fishbone diagram and used a pick chart to narrow down the root causes that we plan to work on. The team did 2 PDCA cycles on standardizing the clinic templates based on the available clinic manpower and introduced a new load levelling process with our resource management team to spread the patient load among the various DRS clinics based on the available clinical manpower swiftly.



Results

We have seen significant improvement in the number of overbooked DRS clinics since the start of the project. Before the project started, an average of 59.2% of the DRS were frequently overbooked. After implementation of the various mitigating measures, the overbooked DRS has reduced to an average of 28.3%, i.e. 52.2% reduction in total overbooked DRS.

Conclusion

The interventions implemented were effective in reduction of overbooked DRS Clinics. Positive feedbacks on enhanced clinic thresholds and lesser congested touch points were received from nursing team, staff and relevant stakeholders. An improvement in patient experience was observed during the project cycles too. Continued effort is required to ensure the sustainability and to extend the standardization guidelines based on available clinical manpower to other team-based resources.

Cycle	Month	Overbooked DRS Session	Total Actualised DRS Session	% of overbooked DRS Session	Average % of overbooked DRS session
6-month (Pre-initiative)	Nov 22-Apr 23	122	206	59.22%	59.2%
PDSA 1	May-23	17	35	48.57%	48.6%
PDSA 2	Jun-23	12	34	35.29%	28.3%
	Jul-23	8	36	22.22%	
	Aug-23	8	29	27.59%	

