

# Towards One Systemness: New RSS Appointment Rescheduling Hotline (RSS ARCH) Transformation Journey



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Angeline Neo, Li Shiyong, Mavis Lim, Alfred Cheong, Tan Soil Bian  
Prof Andrew Tan & Charity Wai (Advisors)  
SHHQ



## What is RSS Appointment Rescheduling Hotline (RSS ARCH)?

RSS ARCH was set up to provide a single hotline and appointments platform to reschedule both Radiology and linked SOC appointments to achieve One SingHealth: One Systemness and Seamless Operations at cluster level across all 6 institutions with Radiology service: SGH/KKH/CGH/SKH/NCCS/NHCS which was successfully implemented. Patients no longer have to make multiple calls to different call centres to reschedule their Radiology appointments.

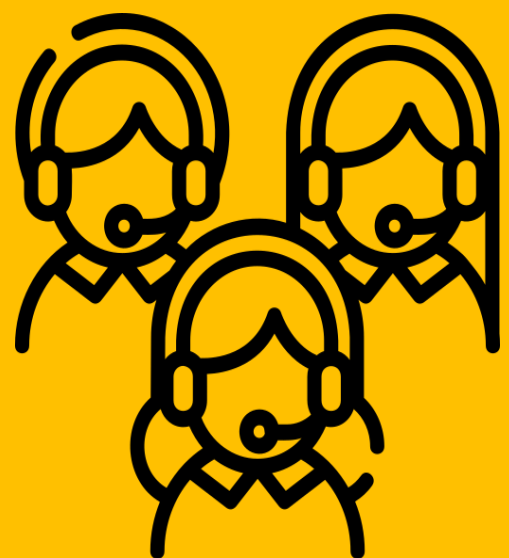
## Problem: Why was there a need for a Consolidated One-System hotline?

1. Before RSS ARCH was set up, calls were managed by the respective Radiology departments in silo, each with its own telephone number and workflow. Access to the departments was dependent on availability of the institutional pool of PSAs who also had to multi-task between counter and phone duties. This caused high dropped calls as patients/callers were unable to get through the busy lines. This led to no-shows and wasted precious Radiology appointment slots.
2. Patients also had to call multiple call centres to reschedule first Radiology appointment and then the linked SOC appointment, leading to frustrating patient experience.
3. Operational KPIs could not be tracked due to limited size/scale of the respective Radiology call systems, resulting in the lack of valuable data and insights into call lines performance, patient preferences and appointment trends which hamper strategic decision-making and inability to improve poor call experience and performance.

## Key Enablers



- One Systemness: Leveraging on the expertise of Call Centre Shared Service and experienced staff to set up workgroup to streamline the different and varying processes in the 6 institutions. Throughout the transformation journey from 2022, the workgroup adopted one hotline number, one telephony system, one call flow to eliminate duplications, inefficiencies and enabled effective rescheduling of Radiology appointments.



- Appropriate Use of Technology: The new RSS ARCH call centre was set up with enhanced telephony system functionalities for intelligent calls routing and call performance measurement.



- Effective Change Management: Conducted 9 roadshows at respective institutions to promulgate change objectives and encourage existing staff to join RSS ARCH to preserve valuable institutional knowledge, a critical success factor. New staff recruited for remaining positions were able to train under the experienced staff.



- Staff Empowerment and Joy at Work: With a combined pool of cross-trained agents, manpower was boosted to handle call surges and with improved call centre working conditions and team morale, joy at work of all call agents was uplifted.

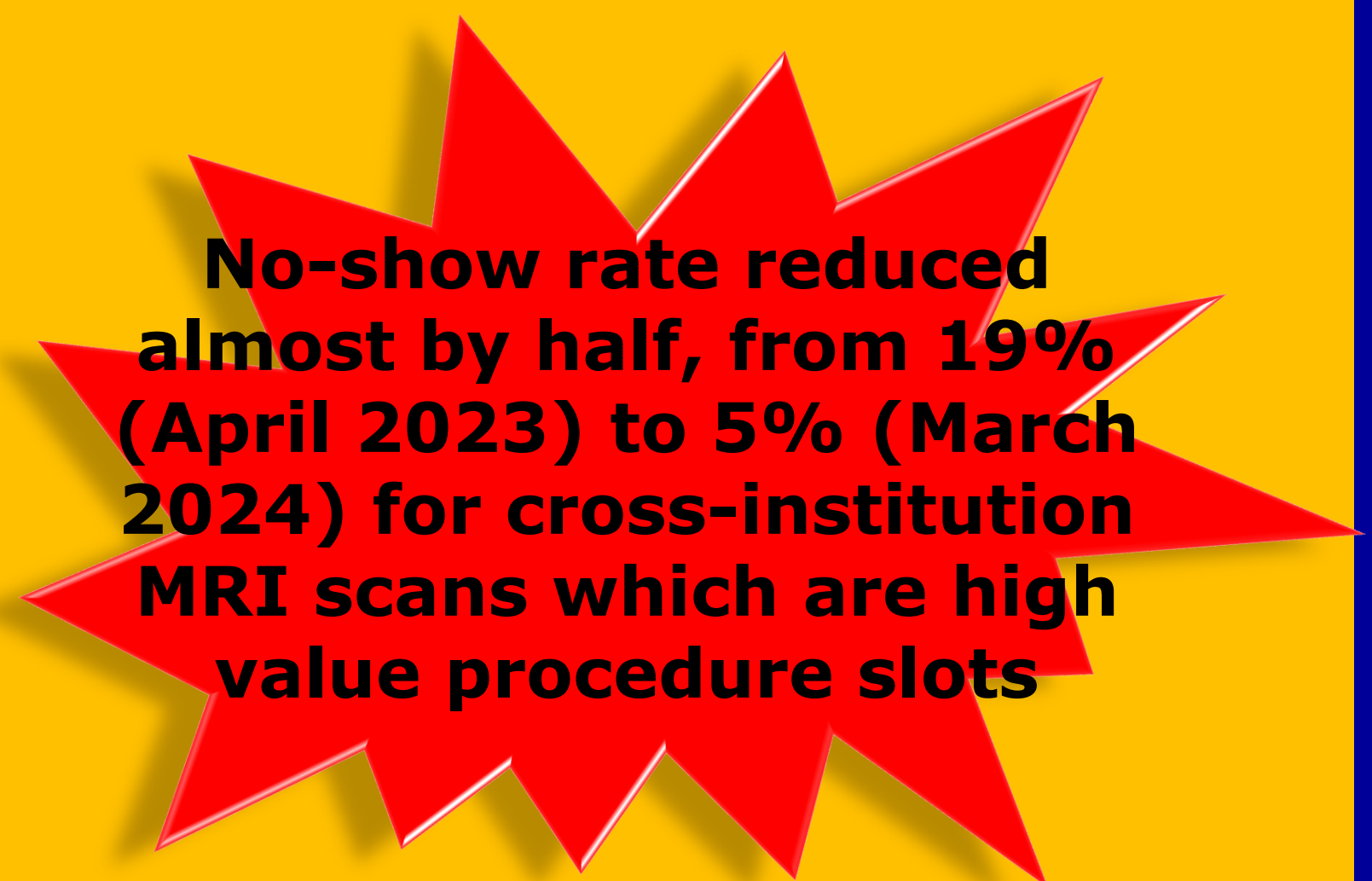
## Benefits

### Voice of Patients



Data from RSS ARCH caller experience survey Feb 2024 showed 100% rated "excellent" and "very good" on the caller experience

Team handling ~11,000 calls per month and met KPI Call Abandonment Rate < 5%



Improved work environment, well-defined job role and higher staff motivation led to increased Joy at Work



## Conclusion

1. Setting up RSS ARCH is a right step towards "One SingHealth and One Systemness" achieving one hotline number, one telephony system, one call flow for Radiology appointment rescheduling across all 6 SingHealth institutions.
2. The successful implementation establishes the foundation for standardization and further scaling and digitization potential towards the strategic direction of Phygital SingHealth.
3. Achieved positive feedback on improved patient/caller experience by providing single point of contact for Radiology and linked SOC appointment rescheduling.
4. No-show rate for cross-institution Radiology appointments significantly reduced, thereby optimizing Radiology resource and reduced revenue loss due to no-shows.
5. Promoted and supported Joy at Work and higher employee engagement.

