Changi General Hospital
SingHealth

A 'Digital-First' 'Oak Tree' – Changi General Hospital's Patient Service Centre (PSC)

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1. Background

The Patient Service Centre (PSC) at CGH, managed by Inpatient Operations, is a 'no-wrong-door' centre that handles a variety of patient-related matters.

Beyond providing elective admission and financial counselling (FC) services, the centre evolved to be a first responder-equivalent for walk-in enquiries on payments, billing, medical reports, general feedback and complaints; with the increasing absence of patient-fronting counters in CGH like Business Office, Health Information Management Services, and Office of Patient Experience.

Due for renovation, the Inpt Ops team seized the opportunity to review PSC's operating model and identified 2 main areas for change.

Old Patient Service Centre

Remodeled Patient Service Centre
Opened on 29 Jan 2024

Tiered Operating Model

Elective Admission | Financial Counselling | Complaint
Payment | Enquiry

Tier 3: Discussion Room (Escalate to other depts)
Tier 2: Counter Service (Inpt Ops)
Tier 1: 'Digital Ambassador' with iPad triage straightforward issues to digital-first

2. Problem Statements & Motivations

1. Digital-First Hub

From an internal 2023 study on PSC workload, a median of **542 services were rendered at PSC counters biweekly.** A large proportion of these were payment and billing enquiries which could have been resolved digitally. Hence, the project aimed **to empower self-help for resolution of straightforward issues:**
   a) Increase the adoption of digital services by 50%;
   b) Reduce the demand for traditional counter setting by 50%.

2. Tiered Operating Model

Against a backdrop of promoting the take-up of digital services, the project also aimed to provide different levels of support **to better manage the wide range of walk-in enquiries received at PSC**; maintaining a no-wrong-door policy and ensuring that overall patient experience is not compromised.

3. Methodology

With the national/ industry's transformation towards digital initiatives, the team drew inspiration from references such as Our Tampines Hub's Public Service Centre. The project aimed to encourage online/ offsite payments, downloading of bills from Health Buddy (HB), and submitting of billing/ medical report requests and enquiries online.

PDSA 1: THE SYSTEM *(Jan – Nov 2023)*
Creating a "digital avenue" with CDSP, BO, Comms.
- e-Services landing page and BO Billing Chatbot.
- Digitised forms to route request to relevant dept.
- Step-by-step HB payment guide collateral.

PDSA 1: THE PEOPLE *(Jul 2023 – Current)*
Promoting the use of digital services through frontliners.
- New 'Digital Ambassador' role trialed @ Interim PSC.
- Patients' resistance to digital adoption was felt, hence PDSA was done to identify the barriers to digital uptake.
- One of the PDSA findings on 'lack of consistent frontline comms' was tackled via training all 150 staff in Inpt Ops.

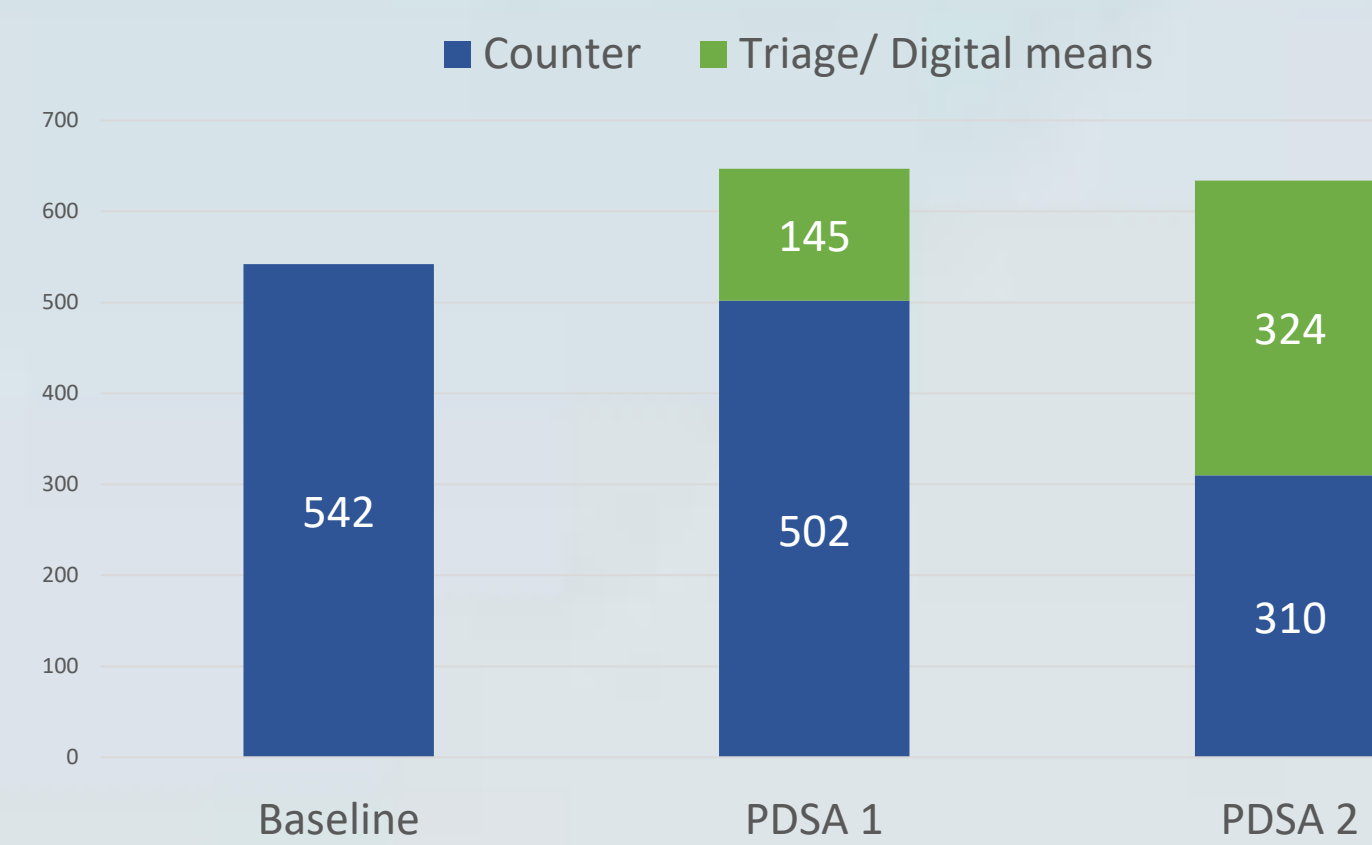**PDSA 2: THE PLACE** *(29 Jan 2024 - Current)*
Building the "different layers of environment" with FD, Synapxe.
- 1) Tablet Frontage: Access digital services with iPad.
- 2) Counters: For necessary transactions e.g., admission.
- 3) Discussion Room: Escalate complex cases to other depts.
- Appropriate levels of patient privacy for each layer.

4. Results

Number of services over counter vs resolved at triage/ digitally (biweekly median):

Legend: Counter | Triage/ Digital means

	Counter	Triage/ Digital means
Baseline	542	
PDSA 1	502	145
PDSA 2	310	324

Baseline (1 Jan 2023 – 30 Jun 2023): Old PSC
PDSA 1 (10 Jul 2023 – 28 Jan 2024): e-Services + digital ambassador role @ Interim PSC
PDSA 2 (29 Jan 2024 – 31 May 2024): New PSC opens

Number of services rendered **over counter reduced by 43%** from 546 in pre-intervention to 310 in PDSA 2

% of services resolved at triage/ digitally out of all enquiries served at PSC (biweekly):

PDSA 1
PDSA 2
Post-intervention median: 24%
Baseline median: 0%
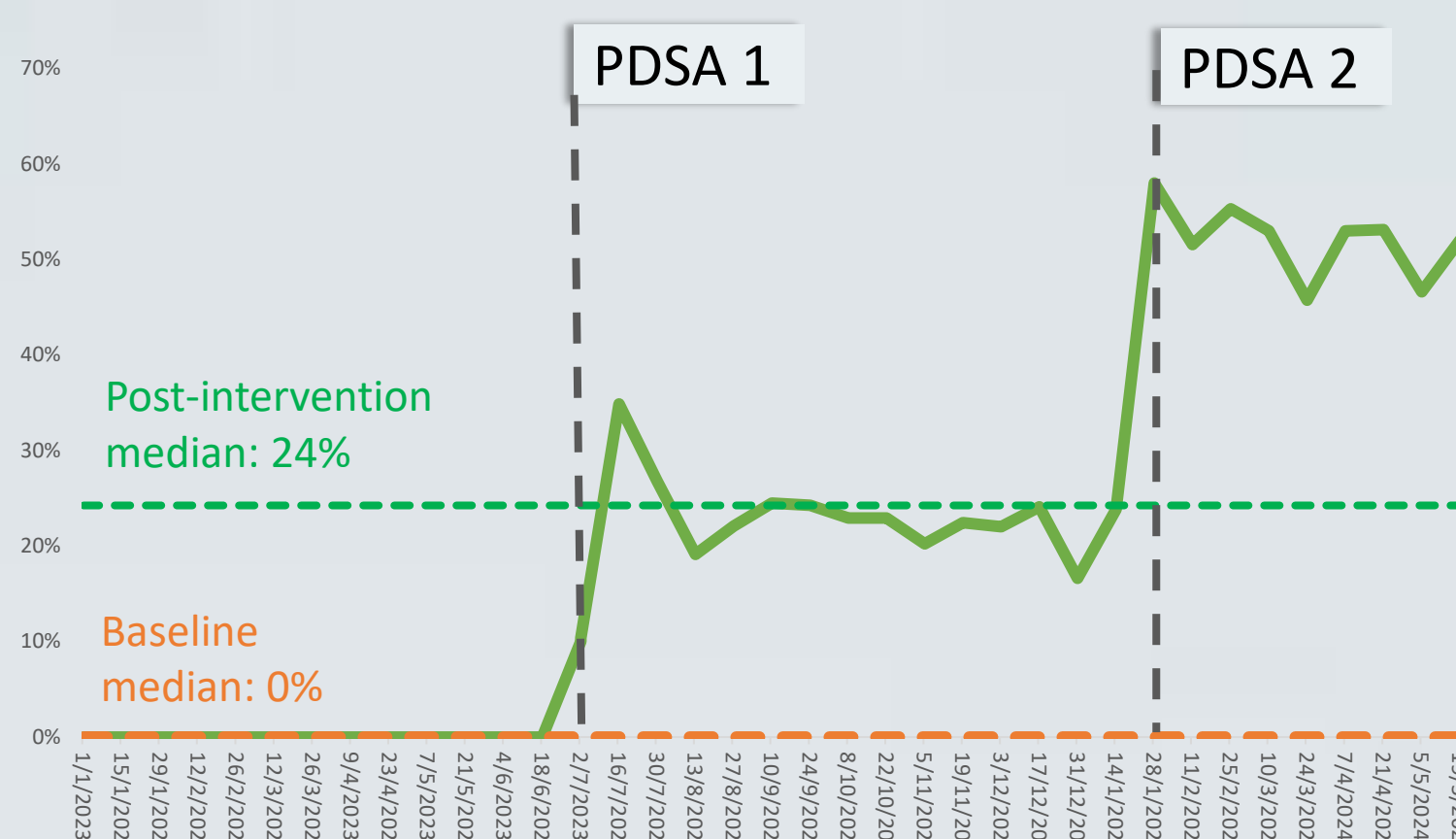
Statistical signal of improvement!
Shift in run chart observed: median % of services rendered at triage/ resolved digitally **increased from 0% in baseline to 24% post-intervention** *(PDSA 1 median: 23%; PDSA 2 median: 53%)*

The new centre ...
- ✓ Modish look & feel
- ✓ Aesthetically more appealing to patients / public
- ✓ Provides private FC with pod-like counters

Educate & empowered patients / NOKs to pay at the comfort of home.

Staff able to focus better on admission/ FC, with less banking errors.

5. Conclusion

Since 2020, CGH has been on a deliberate journey of process re-engineering, aiming to infuse digital transformation into patient service processes.

The remodelled PSC with its new operating model not only supports organisational change, but also enhances the sustainability of PSC's operations and fortifies it against scenarios like pandemics.

Aligning with the Smart Nation initiative, PSC also continues to serve as an anchor point, *like an oak tree,* to help visitors on-board digital initiatives across Singapore's public healthcare landscape while allowing staff to focus on higher-value tasks.

Pre-Admission Financial Counselling
Elective Admission
Others
Billing Request/ Enquiries
Complaints, Feedbacks
Payment
Concierge, Wayfinding Services