



# Singapore Healthcare Management 2024

# 3Rs – Reduce, Redesign, Re-purpose



Sylvia Sim, Nooraini Binte Jaffar, Elaine Nah, Lok Sun Sun, Selena Ng, Lynette Cheah, Muhammad Ridwan Bin Mohamad

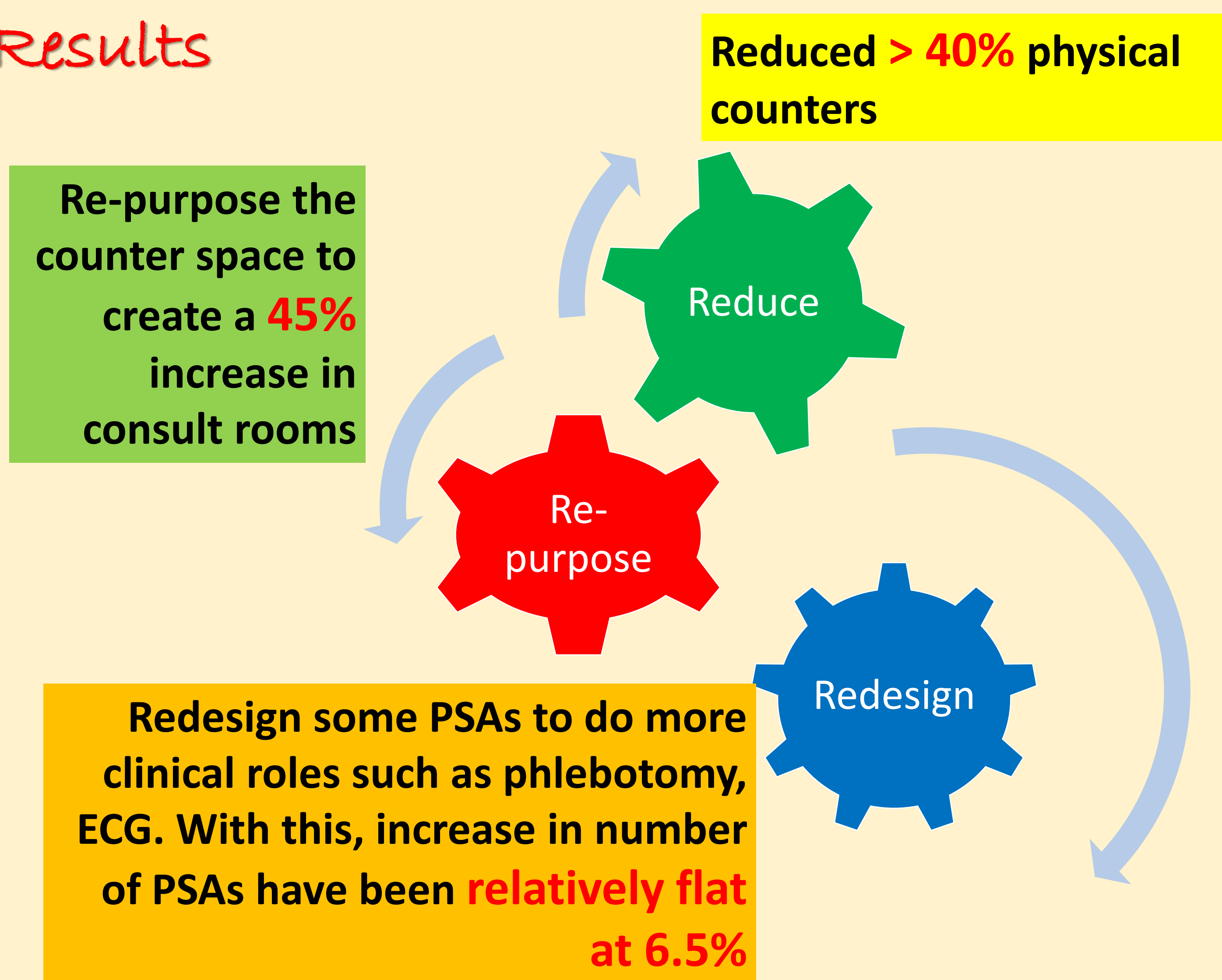
## INTRODUCTION

Staff employed as Patient service associate (PSA) has been in high demand in many different industries as this group is a versatile entry group of staff. With the increase in health demand and as healthcare is transformed, some healthcare jobs of today may cease to exist or even need to be redesigned in order to stay relevant. The aim of this is to find ways to improve our productivity by leveraging on technology and transforming our PSAs roles to areas that are more strategic.

## METHODOLOGY

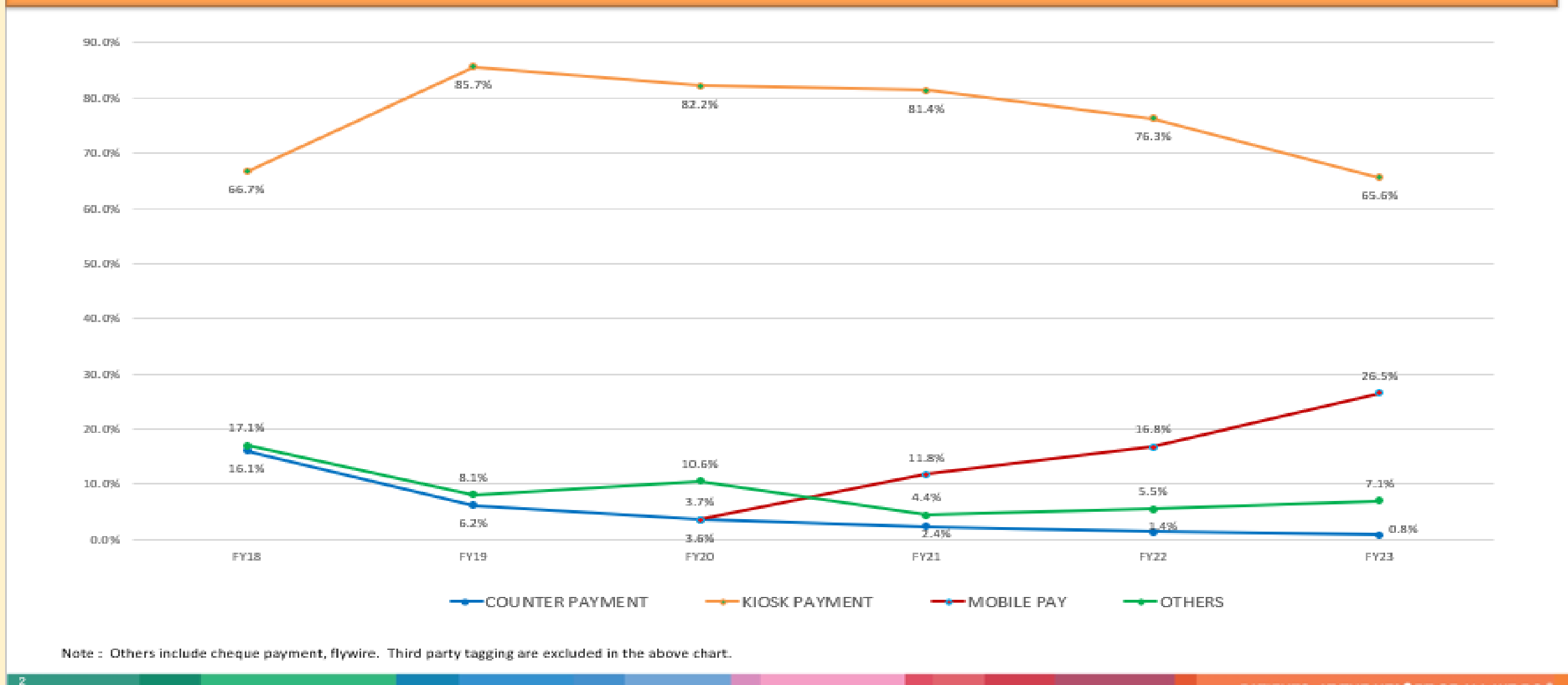
The approach towards automating the counter workflow comes in multi-prong over the years and it is still an ongoing journey. The journey started with the first generation kiosks, allowing only follow-up patients to self-register followed by the enhancement of the kiosks to allow them to pay via card at the kiosk. As the clinics spaces are re-purposed and together with the cashless initiative nationwide, we further reduced the physical counters to encourage a higher take up rate of the kiosk as well as payment via the Health Buddy. We have recently enabled adult new patients to register at the kiosk which further reduced our reliant on counters.

## Results



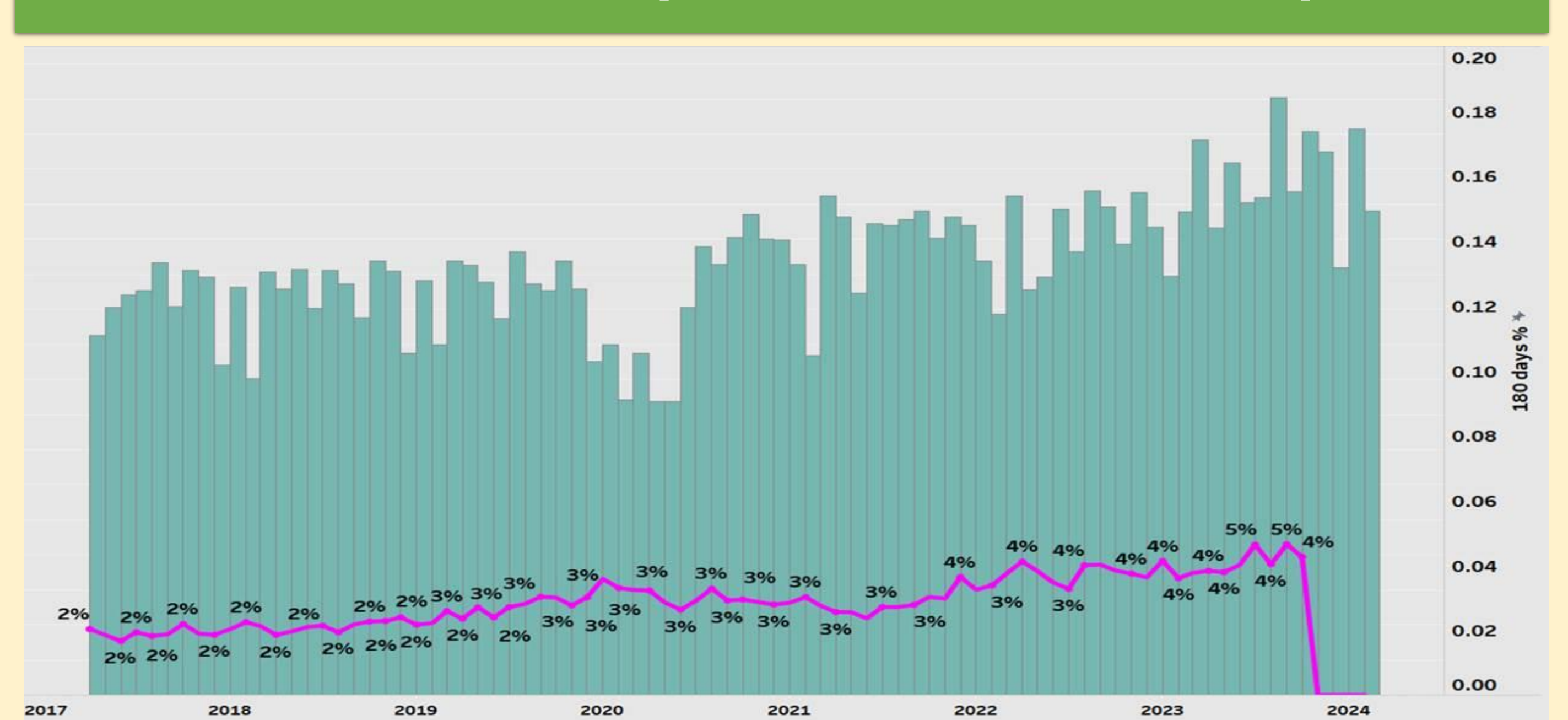
The transaction at kiosks and mobile app have also increased over the years as shown in the diagram below

Types of Payment transactions

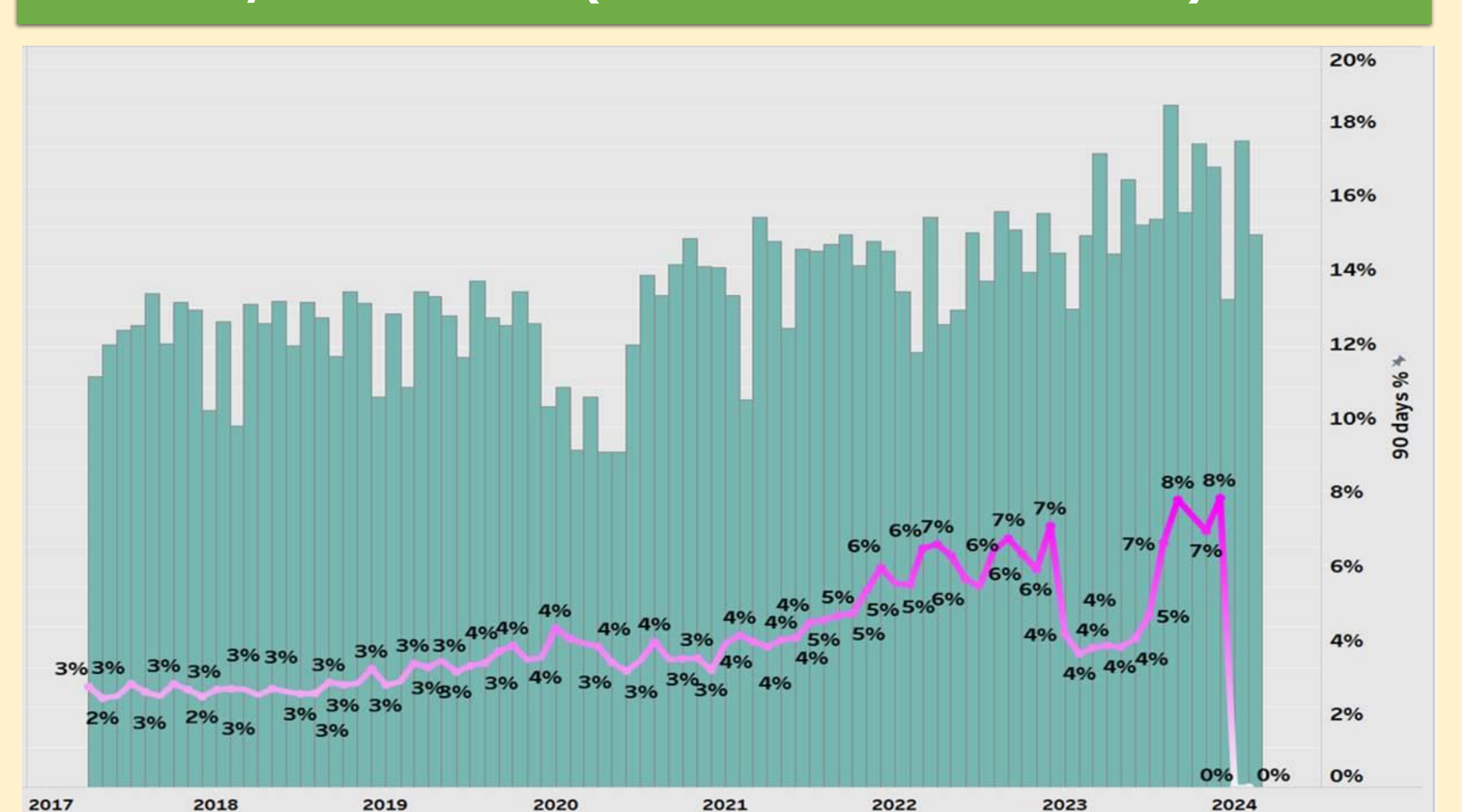


Even as we have more transactions over the kiosks and mobile app, the Accounts Receivable (AR) is maintained at a small percentage as seen in the graphs below (Pink Line indicated that % of AR against the Net Profit Revenue-NPR which is less than 8%)

AR 180 Days Versus NPR (Year 2017 to March 2024)



AR 90 Days Versus NPR (Year 2017 to March 2024)



## Conclusion

By redesigning our counter workflows, we have managed to empower our patients to participate by allowing them to register and pay via the various technology platform. PSAs roles have been redesigned to provide more value-added service to the overall patient journey. On a larger scope, the increase in demand for manpower has been kept minimal with all these changes.